

City of Cincinnati

All Funds Biennial Budget



Recommended Operating Budget
2001/2002

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Recommended Operating Budget
2001/2002



Members of City Council

Mayor Charlie Luken
Paul Booth
Minette Cooper
Pat DeWine
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City Administration

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Timothy H. Riordan, Finance Director
William E. Moller, Assistant Finance Director
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City of Cincinnati
All Funds Biennial Budget

RECOMMENDED OPERATING BUDGET

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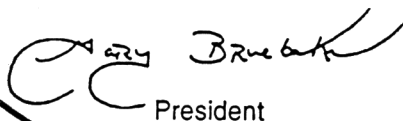


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January 1, 1999


President


Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for Distinguished Budget Presentation to the City of Cincinnati for its annual budget beginning January 1, 1999.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications medium.

The award is valid for a period of one year only. We believe our current biennial budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

City of Cincinnati



November 8, 2000

Mayor, Members of City Council, and Citizens of Cincinnati:

RECOMMENDED 2001/2002 OPERATING BUDGET

I am recommending a 2001/2002 All Funds Biennial Operating Budget of \$684.5 million in 2001 and \$703.5 million in 2002 for a total of \$1.388 billion. The 2001 recommendation is a 3.9% increase from 2000 and the 2002 recommendation is a 2.8% increase from 2001.

This budget fulfills all of the requirements of City Council's Policy Budget. It insures fiscal responsibility through expenditure controls, provides property tax relief to City property tax payers, and allows for significant additional investment for neighborhoods and infrastructure maintenance. The budget includes the following recommendations to implement the City Council Policy Budget.

1. A cap on expenditure growth in the operating budget at 75% of inflation;
2. Transferring operating funds to capital to significantly increase investment in neighborhoods, particularly market rate housing, neighborhood business districts and street rehabilitation;
3. Sustained funding for safety to maintain sworn authorized strength in Police and Fire;
4. Restoration of full funding for the Human Services and Arts Policy programs;
5. Property tax relief for City property tax payers, reflecting a 5.4 mill rate for 2001/2002;
6. Funding for Cincinnati Public School buildings in fulfillment of the 20-year commitment;
7. Funding to allow for more than 100 lane miles of street rehabilitation per year.

2001/2002 Operating Budget

	2000	2001	Change	Growth	2002	Change
(in \$ millions)	Approved Budget	Recommended Budget	From 2000	From 2000	Recommended Budget	From 2001
General Fund ¹	306.3	308.2	0.6%	1.6% ²	316.9	2.8%
Restricted Funds ³	<u>352.3</u>	<u>376.3</u>	6.8%	1.4% ⁴	<u>386.6</u>	2.8%
Total Operating Budget	658.6	684.5	3.9%	1.5% ⁴	703.5	2.8%

¹The 2000 Approved Budget previously included \$4.4 million in debt service for major capital projects. This amount is now being reported as a capital investment transfer in the six-year forecast. The Approved Budget now includes \$1.2 million in additional appropriations as cited in the June forecast.

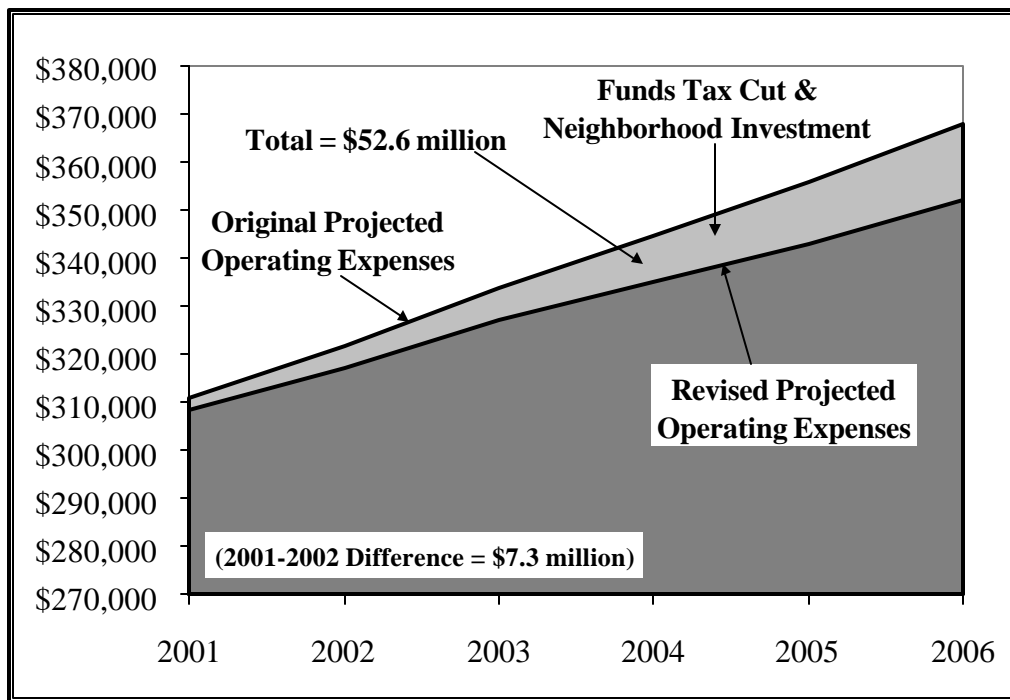
²After considering that the 2000 budget includes \$3 million for City facilities improvements while the 2001 budget does not pursuant to the City Council's direction, the Growth From 2000 equals 1.6%.

³Community Development Block Grant funds, which are reported in a separate budget document, are not included in the amounts cited above.

⁴After deducting increased debt service associated with capital projects, \$5 million in required service increases for MSD (\$4.2 million) and CWW (\$0.8 million) and a net \$3.2 million increase in Non-Appropriated Restricted Fund expenditures that are primarily from grants, the Restricted Fund Growth From 2000 is 1.4% and the total budget Growth is 1.5%.

In this budget, I am recommending increasing resources for neighborhoods and providing funds for a property tax reduction by restraining the General Fund Operating Budget growth to 75% of the inflation rates projected by the City's economic and financial consultant Standard & Poor's/DRI. The weighted average inflation rate is 2.2% in 2001. The 75% inflation cap is estimated to result in expenditure savings of \$52 million over the coming six-year period. The \$52 million amount is expected to be realized through operating efficiencies which include the reduction of City positions (FTE). A complete description of FTE reductions and additions follows in the Staffing Plan section of my transmittal – page 4.

A chart is presented below that shows the growth in expenditure savings over the 2001-2006 period. The lightly shaded area, or the area between the sloping lines, represents the reduced spending that is used to fund the neighborhood investments and property tax rate reductions.



Neighborhood Service Improvements

An additional \$6.2 million for street rehabilitation is recommended to be transferred to the Capital Budget. There will also be a transfer of \$5 million to the Capital Budget to finance additional investments in neighborhood market rate housing and neighborhood business districts. In addition to the Recreation Department operating all existing recreation centers and pools, the Madisonville and College Hill recreation centers will become operational during the biennium. Full funding of the Human Services policy of allocating 1.5% of General Fund revenues for basic social services and the Arts policy of allocating 0.14% of the General Fund revenues for arts organizations and artists will be restored. A playground initiative is recommended to address the backlog of repair and maintenance of the City's playgrounds.

The City will also meet its annual infrastructure budget requirement of the Infrastructure Income Tax levy.

Significant Operating Recommendations

New programs, and increases and decreases in current programs, are budgeted in the biennium. The most significant of these items, as well as some continuing programs, include the following:

Implementation of the Charter Amendment - Direct Election of the Mayor. On May 4, 1999, voters approved an amendment to the Charter of the City of Cincinnati to provide that, commencing with the regular municipal election of November 6, 2001, there shall be a direct election of the Mayor who shall be the presiding officer at the City Council meetings at a salary amount twice that of a councilmember's salary. The increased cost of a 9th Councilmember's office is \$155,976. The additional cost for the Mayor's increased salary is \$47,445. The increased Board of Elections cost is \$504,980 in 2002 bringing the total Board of Elections cost to \$550,000.

Cincinnati Public Schools. To fulfill the City Council's \$100 million commitment to fund improvements to Cincinnati Public School (CPS) buildings over 20 years, the second and third payments of the \$5 million amount for CPS are included in the 2001/2002 General Fund Operating Budget, as well as in the 2003-2006 period shown in the City's six-year forecast on page 12.

Neighborhood Playground Initiative. My recommended Capital Budget includes \$1 million annually (\$6 million for the six-year period) in the Department of Recreation's Outdoor Facilities Renovation project for playground improvements – an increase of \$500,000 per year over previous funding levels. Additionally my 2001/2002 Operating Budget includes \$80,240 in each year for two additional Facility Maintenance Specialist positions exclusively for playground maintenance and renovation efforts as part of the overall initiative. Also, as part of an ongoing effort, seven additional playground renovations will be completed over the next four years to bring the Department of Parks' playground sites up to current safety standards.

Curfew Program. The Citywide Curfew Program is not being used at a rate that justifies a continuation of funding at the current level. The recommended budget reduces \$65,000 in Recreation's 2001 budget, but maintains funding in the Safety Department budget to allow the program to operate on a limited basis. The 2001/2002 budget supports a program where Recreation Centers would be open only during anticipated peak service periods.

Hazard Abatement. The total General Fund funding in 2001 and 2002 is \$214,310 and \$220,390 respectively. These funds complement other biennial funding in the Consolidated Plan Budget (\$1,028,500) and in the Capital Budget (\$115,000). The total biennial recommendation is \$1,578,200, an increase of \$406,500 for the biennium.

Information Technology. To continue to provide Network services in support of the ever-growing City wide area network (WAN) and e-mail system, an additional \$115,700 is recommended for the regional Computer Center budget.

Lead Risk Assessment. Funding for lead risk assessments (\$225,000) will now be funded from the General Fund, as our federal grant funding for the Lead Abatement Project concluded in November 2000.

Day Care Licensing and Nursing Home Inspections. To compensate, in part, for additional funding for lead risk assessments, two programs will be transferred to the Ohio Department of Health: Day Care Licensing and Nursing Home Inspections, for a combined 2001 savings of \$175,800.

Tax and Fee Increases

1. The property tax rate is set at 5.4 mills down from 5.54 mills in 2000 and will generate an amount of revenue which is 2.8% lower than previous 2000 estimates.
2. There is no rate increase anticipated for Water Works service in 2001 but there is a 3.0% increase

- planned for 2002. I will provide a recommendation in the 2002 Budget Update.
3. The Metropolitan Sewer District is anticipating rate increases of 6% in 2001 and 6% in 2002. MSD rates are the responsibility of the Hamilton County Board of Commissioners.
 4. The Health Department has implemented an increase in license fees for pools, resulting in an increase of approximately \$22,000 making the program self-sufficient.
 5. Medicare, the single largest payer for Emergency Medical Services (EMS) transports, is initiating a proposed increase in their allowable reimbursements. This increase is being phased-in over the next four-year period. It is recommended that EMS transport charges be increased to capture the proposed allowable rates being implemented by Medicare. The City's last rate increase was in 1993 for Basic Life Support transports. The impact on the 2001 revenues has been projected on an annualized basis to be \$300,000 in additional revenues. It is recommended that the City's rate increases be placed in effect immediately.
 6. An increase in greens fees at municipal golf courses is anticipated as follows: (1) systemwide fee increase of \$.25 on 9-hole rates and \$.50 on 18-hole rates -- estimated additional revenue of \$91,500; (2) weekend rates assigned to Reeves, Avon, California and Neuman courses of \$1.00 on 9-hole rate and \$2.00 on 18-hole rate -- estimated additional revenue of \$65,000. Increased range ball fees will result in an estimated increase in revenue of \$25,000. No fee increase is planned for golf car rental.
 7. The Cincinnati Park Board is recommending an increase in the Street Tree assessment, from \$0.12 to \$0.14 per front foot. This increase would enable the program to fund core services and generate \$1.5 million in annual revenue. The rate has not increased since 1994. The average homeowner's cost for professional street tree services would increase from \$6.00 per year to \$7.00 per year. If the City Council approves increasing the Urban Forestry assessment during the 2001-2002 Biennial Budget process, the increase to a rate of \$0.14 per front foot would take effect in 2002.

Staffing Plan

The City will reduce the overall number of funded positions in 2001 and in 2002. The recommended total number of full-time equivalent (FTE) positions is recommended to decline from 6,731.1 budgeted in 2000 to 6,612.4 in 2001 which is a reduction of 118.7 FTE. There is a reduction of 124.0 FTE in the General Fund and a 5.3 FTE increase in the Restricted Funds. In 2002, there are further reductions of 4.0 FTE in the General Fund and 2.0 FTE in the Restricted Funds. There is a 124.7 FTE reduction over the biennium. The projected change in Non-Safety Department FTE from 1995 (4721.5 FTE), when FTE records were first kept by the City, to 2002 (4417.95 FTE), is a **decrease of 303.55 FTE, or 6.4%**. The projected change in Safety Department FTE from 1995 (2071.3 FTE) to 2002 (2188.4 FTE) is an increase of 117.1 FTE, or 5.6%.

The General Fund reduction in 2001 is primarily due to a decrease of 116.7 FTE in the Recreation Department which includes a shift of 62.4 part-time FTE to the Recreation Special Activities Fund (323) in order to align part-time positions with their actual funding source. Also, the reduction of 51.3 part-time FTE positions reflects both reductions in Recreation's part-time personnel budget over the past year and increases in entry-level salary ranges which reduces the amount of hours available for part-time positions. Part-time FTE reductions do not impact filled positions and will allow Recreation to provide continuation of year 2000 service levels. In Recreation, there is also a reduction of 3.0 FTE full-time positions due to operating efficiencies. Other significant General Fund reductions include the following actions. In the Health Department, there are 10.5 fewer FTE due to the elimination of the Nursing Home Inspection Program, Day Care Licensing, and various vacant positions. In the Safety Department, 7.0 non-sworn FTE positions are eliminated due to operating efficiencies. These General Fund FTE decreases are partially offset by FTE additions in other departments, primarily in the General Services Department and the Public Services Department. An increase of 11.0 FTE is included in City Facility Management for the new Building Reliability Maintenance Program. The net increase of 9.0 FTE in the Public Services Department is due to the transfer of 16.0 FTE to the General Fund from various Restricted Funds as part

of the reorganization of the department. These transferred positions were offset by the elimination of three management positions and various other vacant positions in the Department due to operating efficiencies.

The Restricted Fund increase in 2001 is primarily due to the Recreation Department's shift of 62.4 part-time FTE from the General Fund to the Recreation Special Activities Fund as previously discussed. This Restricted Fund increase is offset by FTE reductions in other departments, primarily in the Public Services Department and the Sewers Department. A decrease of 22.0 FTE in the Public Services Department is due to the transfer of 16.0 FTE to the General Fund as well as the elimination of 6.0 vacant positions made possible by increased operating efficiencies. There is a net decrease of 16.0 FTE in the Sewers Department due to operating efficiencies.

The Departmental Budgets section of this document provides a detailed description of each recommended 2001/2002 FTE change. The following table provides a summary of the recommended staffing plan for 2001/2002 for all City staff and for sworn staff.

2001/2002 City Staffing Plan

(in Full Time Equivalents, FTE)	2000 Approved Budget	2001 Recommended Budget	Change From 2000	2002 Recommended Budget	Change From 2001
General Fund	4,159.1	4,035.1	(124.0)	4,031.1	(4.0)
Restricted Funds	2,572.0	2,577.3	5.3	2,575.3	(2.0)
Total City Staffing	6,731.1	6,612.4	(118.7)	6,606.4	(6.0)

2001/2002 Sworn Authorized Strength Staffing Summary

(in Full Time Equivalents, FTE)	2000 Approved Budget	2001 Recommended Budget	Change From 2000	2002 Recommended Budget	Change From 2001
Police Sworn	1,000.0	1,000.0	0.0	1,000.0	0.0
Fire Sworn	<u>787.0</u>	<u>787.0</u>	<u>0.0</u>	<u>787.0</u>	<u>0.0</u>
Total Sworn	1,787.0	1,787.0	0.0	1,787.0	0.0

Police Sworn Positions. The recommended 2001/2002 Biennial Budget includes the authorized strength as established by the City Council.

Fire Sworn Positions. The recommended 2001/2002 Biennial Budget includes the authorized strength as established by the City Council.

A table showing the FTE reductions and increases is included as an appendix on page 126.

Citizen Participation

The City of Cincinnati has a tradition of citizen participation in the municipal budget process. Involvement is sought from individual citizens, community councils, and various other community groups. Forty-three neighborhoods participated in the Community Priority Request process by submitting a total of 192 service and project requests for consideration in the City's 2001/2002 Biennial Budget. A

report providing the disposition of each of these requests will be forthcoming. Additionally, various advisory boards have reviewed and made recommendations to me for funding allocations, including the Community Development Advisory Board (CDAB), Human Services Advisory Committee (HSAC), and the Cincinnati Neighborhood Business Districts United (CNBDU).

My staff and I are prepared to assist the City Council in determining the City's future direction through the 2001/2002 Biennial Budget process.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "John F. Shirey". The signature is fluid and cursive, with the first name "John" and last name "Shirey" clearly distinguishable.

John F. Shirey
City Manager

2001/2002 All Funds Operating Budget by Fund

The City of Cincinnati Operating Budget is developed by fund. Each fund, except the Health Services Fund 395, is projected to be balanced to resources in the biennium. Significant changes in fund revenues, resources, expenditures, or balances in each fund are described in this section of the Operating Budget document. This section includes the following tables and narratives:

All Funds Operating Budget

The table titled “All Funds Operating Budget” on the next page lists the recommended 2001/2002 expenditures budget by fund. It also provides the 1999 approved budget and the 2000 approved budget by fund.

2001/2002 General Fund Resources and Expenditures

This section beginning on page 9 includes the General Fund Six-Year Forecast and a detailed description of the General Fund Biennial Budget.

2001/2002 Restricted Funds Resources and Expenditures

This section beginning on page 19 starts with an overview of the budget assumptions and categories found in the Appropriated Restricted Funds table. Following the table are descriptions of each fund.

Non-appropriated fund expenditures are authorized in the ordinances that establish those funds. They are referred to as “non-appropriated” because the budgets are approved by City Council with the adoption of the recommended budget. Therefore, individual annual appropriation ordinances are not required. The non-appropriated category of operating funds is primarily comprised of grant funds such as the Health Department grants, Employment and Training Division grants, and Police Division grants. A description is provided of the major changes expected in the non-appropriated restricted funds.

All Funds Operating Budget Summary

Agency/Account	1999 Approved	2000 Approved	2001 Recommended	Change 2000 to 2001	2002 Recommended	Change 2000 to 2001
City Council	\$1,250,320	\$1,258,250	\$1,313,920	4.4%	\$1,497,910	14.0%
Office of the Mayor	190,130	190,780	192,990	1.2%	197,430	2.3%
Clerk of Council	758,850	991,110	758,720	-23.4%	1,281,770	68.9%
City Manager	11,203,290	9,529,430	12,205,470	28.1% ¹	12,492,230	2.3%
Buildings & Inspections	5,975,970	5,595,000	5,659,310	1.1%	5,720,420	1.1%
City Planning	2,045,200	1,912,610	1,537,250	-19.6%	1,561,080	1.6%
Economic Development	2,211,630	1,818,870	2,499,590	37.4%	2,737,520	9.5%
Finance	10,916,130	11,454,810	10,843,010	-5.3%	11,170,890	3.0%
General Services	24,187,280	25,285,040	22,392,320	-11.4%	22,835,120	2.0%
Health	35,242,250	34,307,450	34,395,810	0.3%	35,164,530	2.2%
Law	4,518,410	4,502,590	4,642,130	3.1%	4,748,130	2.3%
Neighborhood Services	8,474,830	7,249,250	7,729,950	6.6%	7,829,480	1.3%
Parks	7,616,820	7,610,570	7,755,350	1.9%	7,981,870	2.9%
Personnel	2,518,350	2,230,490	2,410,880	8.1%	2,466,800	2.3%
Public Services		34,405,940	35,229,780	2.4%	36,062,150	2.4%
Public Works	37,306,240					
Recreation	23,295,030	23,707,710	24,050,780	1.4%	25,093,820	4.3%
Safety						
Fire	47,979,950	50,660,540	52,719,750	4.1%	53,923,290	2.3%
Police	78,168,940	79,169,770	82,287,610	3.9%	84,770,440	3.0%
Safety Director	628,690	591,980	598,800	1.2%	612,610	2.3%
Sewers	70,544,380	72,548,840	77,795,080	7.2%	77,571,450	-0.3%
SORTA	34,878,870	37,399,690	37,694,920	0.8%	39,324,400	4.3%
Transportation and Eng.		4,701,100	4,938,530	5.1%	4,998,390	1.2%
Water Works	46,680,370	47,562,600	49,289,480	3.6%	49,913,670	1.3%
TOTAL ALL DEPARTMENTS	\$456,591,930	\$464,684,420	\$478,941,430	3.1%	\$489,955,400	2.3%
Cincinnati Public Schools	\$0	\$5,000,000	\$5,000,000	0.0%	\$5,000,000	0.0%
Cinti Human Relations Comm	332,370	440,710	444,480	0.9%	455,480	2.5%
Citizens Committee on Youth	943,080	897,110	904,790	0.9%	927,180	2.5%
Debt Service	102,408,350	108,483,570	121,311,650	11.8%	127,522,000	5.1%
Employee Benefits & Pensions	70,922,160	71,170,160	70,302,470	-1.2%	71,855,940	2.2%
General Fund Overhead	5,224,040	5,260,300	5,998,260	14.0%	6,146,690	2.5%
Non-Departmental Accounts	2,720,370	3,190,580	3,238,320	1.5%	3,310,100	2.2%
Reserve for Contingencies	1,000,000	1,159,490	1,350,000	16.4%	1,358,660	0.6%
TOTAL NON-DEPARTMENTAL	\$183,550,370	\$195,601,920	\$208,549,970	6.6%	\$216,576,050	3.8%
GRAND TOTAL	\$640,142,300	\$660,286,340	\$687,491,400	4.1%	\$706,531,450	2.8%

Note: The 2000 Budget previously included \$4.4 million in General Fund debt service for major capital projects. This amount reported as a capital investment transfer in the Six-Year Forecast. The 2000 Budget does not include \$1.2 million in General appropriations that are included in the Six-Year Forecast. Community Development Block Grant amounts cited above are on page 1.

¹Notwithstanding the \$3.2 million increase in job training grants, the change in the City Manager's Office from 2000 to 2001 decrease of 5.8%.

2001/2002 General Fund Resources and Expenditures

General Fund Six-Year Financial Forecast

The 2001/2002 Biennial Budget for the General Fund is recommended in the context of a six-year financial forecast of resources and expenditures. The two tables on page 12 provide a comparison of the Six-Year Forecast presented to the City Council in June 2000 with a Revised Six-Year Forecast reflecting my 2001/2002 Biennial Budget recommendations. The June Forecast has been reformatted to conform with the Revised Forecast format. The forecasts were developed with the assistance of Standard & Poor's/DRI, the City's economic and financial forecasting consultant for the past six years. The Revised Forecast, as explained in this section, is based on information now available concerning 2000 actual revenue collection.

The Standard & Poor's/DRI forecast includes a scenario of a strong economy continuing through 2001 followed by rising interest rates and increasing inflation which eventually lead to a moderate recession. That recession causes the slowing of income tax revenues in 2002 and a further slowing in 2003. This economic forecast drives the projections of major revenue sources (income tax and property tax) of the City and of expenditure growth based on inflation trends.

Important Policy Budget Objectives Achieved in the Biennial Budget. The biennial budget for the General Operating Fund and the six-year financial forecast show the achievement of a number of key policy objectives set by the City Council in the 2001-2002 Policy Budget. These policy objectives include:

1. **Street Rehabilitation** - additional funding is provided for the street rehabilitation program to insure more than 100 lane miles per year;
2. **Property Tax Rate Decrease.** The property tax rate is set at 5.4 mills, down from 5.54 mills in 2000.
3. **Neighborhood Investments** - \$8 million over the 2001/2002 biennium for market rate housing and an additional \$2 million over the 2001/2002 biennium for business district investments are allocated. These investments plus the property tax rate decrease are funded by \$52 million in operating budget reductions that must be made over the next six years.
4. **Major Community Investments** – additional debt service is provided for \$120 million of major investment projects (convention center, police and fire communications system, riverfront street grid and Fort Washington Way).
5. **Expenditure Controls** - The operating budget also maintains the expenditure growth controls at 75% of projected inflation as outlined in the June, 2000 Policy Budget adopted by City Council.
 - a. The operating budget change over the biennium is 3.4%.
 - b. The operating budget has grown only 1.8% annually from 1999-2002 adjusting for the contribution to Cincinnati Public Schools.
 - c. Additional general fund resources have been used to accomplish the investment objectives described in this section.
 - d. The expenditure control limits which were established to enable funding of the Neighborhoods projects above are all still in place.
6. **Maintain Safety Forces.** Operating budget reductions do not affect authorized strength in sworn Police and Fire personnel.
7. **Restore Full Funding for Human Services and Arts.** The budget restores Human Services funding to the full 1.5% and the Arts Policy funding to 0.14% of General Fund resources.
8. **Cincinnati Public Schools.** Provides \$5 million each year to fulfill the City Council mandate.
9. **Maintain Infrastructure.** Adequate funding is included for maintenance of City assets including City facilities, fleet and streets.

10. **Carryover Balance Requirement.** The financial plan complies with the requirement for a 2% positive carryover balance in the sixth year of the financial forecast (2006). That balance is projected to be \$6.9 million.

Cautions for the Six-Year Financial Forecast

While the six-year financial forecast presents a balanced budget for the biennium and includes the 2% carryover balance in the sixth year of the forecast, there are a number of significant cautions concerning the six-year financial forecast. There are a number of early warnings that have us concerned. While it is too early to make adjustments based on these trends, that situation could change and therefore make achievement of our Policy Budget objectives much more difficult. They are explained below:

1. **Estate Tax Declines.** The Estate Tax, a major growth revenue for the last four years, has declined precipitously in 2000. We received \$14.6 million in 2000, \$5 million less than we received in 1999. We had already projected a decline of \$2.7 million, but the decline proved to be worse. We have lowered revenue estimates for 2001 and 2002 and continue to watch this revenue source closely.

In addition to poor revenue performance, there are discussions in the State Legislature and the U.S. Congress about further reducing the estate tax. This revenue accounts for 5% of General Fund revenues and if lost, would cause serious expenditure reductions.

2. **Income Tax Growth.** While we have made no adjustment to the income tax estimate, we have pointed out to City Council that, as of publication of this document, income tax revenues have lagged the Standard & Poor's DRI estimate. If that trend continues this fiscal year, we may have to reconsider the long-range financial forecast. Because the income tax makes up such a large portion of the revenue base of the General Fund (63%), decreases in the projected growth rates would have significant impacts on the City's financial condition.
3. **Continued Expenditure Control is Necessary.** The plan to fund additional neighborhood initiatives such as housing, neighborhood business districts and \$24 million in property tax reductions over the next six years requires reduced costs totaling \$52 million. In the out years (2003-2004) of the forecast, negative carryover balances are shown and of course, the City cannot have such balances. We have begun to address these issues in the 2001/2002 budget. We will continue to address those issues in the next biennial budget.
4. **Property Tax Rate Decreases Impact Overall Revenue Growth.** The revised forecast shows flat revenue collections for the property tax for 2001 and 2002. Beyond that, the property tax shows a continued rate of 5.4 mills. This means that beyond 2002, the City will receive additional revenues as the property values increase. If the City Council continues to lower rates each time property values increase, to hold revenue flat, the result will be the loss of an additional \$13 million from this plan. Without other action being taken, this would change a \$6.9 million surplus in year 2006 to a \$6 million deficit.
5. **Escalation of Employee Health Benefits Costs.** Nationally, health care costs have increased substantially in the past year reversing a 6 - 7 year trend of stable costs. The City's employee health benefits costs are increasing approximately 5% annually in the biennial budget. Larger increases have been avoided by continued cost containment efforts to insure that the City provides lower cost alternatives. More health care inflation will make it that much more difficult for the City to achieve its expenditure control targets.

Other Comments Concerning the Financial Forecast

In addition to the revenue and expenditure projections, the estimates include an annual appropriation savings estimate of 1.5% of the expenditure budget, which becomes a component of the carryover balance from the next year. This percentage is based on historical results of the operating budget.

A capital transfer out of \$6.0 million is also included in the biennial budget. This amount is transferred from the unappropriated surplus to the Riverfront Street Grid Project to repay the loan from that account to construct the Fort Washington Way Pilings Project in 2000.

Several adjustments in 2000 revenue estimates occurred. Admissions tax increased \$40,000 due to better collections year-to-date; property tax estimates increased \$157,000 due to additional past due collections; miscellaneous revenues estimates increased \$1.125 million based on actual collections and the Local Government Fund estimate was increased \$202,000 based on projections from nine-month year-to-date collections. The Estate Tax estimate was lowered by \$2.4 million to \$14.6 million based on final 2000 Estate Tax collections.

General Fund Six-Year Forecast – June 2000 (in \$000s)

	1999 Actual	2000 Estimate	2001 Forecast	2002 Forecast	2003 Forecast	2004 Forecast	2005 Forecast	2006 Forecast
Operating Revenue	\$301,672	\$308,648	\$319,448	\$326,486	\$333,390	\$345,591	\$357,536	\$372,418
Operating Expenses (Budget)	\$299,121	\$300,049	\$303,435	\$311,666	\$321,634	\$329,607	\$337,561	\$346,554
Cincinnati Public Schools		5,000	5,000	5,000	5,000	5,000	5,000	5,000
Additional Appropriations*		1,248	273	280	286	293	301	310
General Fund Operating Budget	299,121	306,297	308,708	316,945	326,920	334,901	342,862	351,864
Major Projects - Add'l Debt Service		\$4,411	\$5,083	\$5,037	\$5,262	\$5,404	\$6,404	\$6,789
Neighborhood and Other Capital Investment			5,000	5,000	5,000	5,000	5,000	5,000
Neighborhood Street Rehabilitation	3,000		6,270	7,720	6,430	5,600	6,090	6,590
Expenditure Savings	(5,088)	(4,519)	(4,556)	(4,679)	(4,829)	(4,949)	(5,068)	(5,203)
Yearly Balance	\$4,639	\$2,460	(\$1,058)	(\$3,538)	(\$5,393)	(\$365)	\$2,248	\$7,378
Previous Carryover Balance	40,015	31,664	19,572	12,514	8,976	3,583	3,217	5,465
Yearly Balance	\$4,639	\$2,460	(\$1,058)	(\$3,538)	(\$5,393)	(\$365)	\$2,248	\$7,378
Prior Year Cancelled Encumbrances	\$1,860							
Less Transfers (Out)/In	(14,850)	(\$9,843)						
Less Additional Transfers (Out)/In								
Crossett; Waldvogel; Dorian; Streets		(4,709)						
Fort Washington Way Pilings			(6,000)					
Economic Development Investments			?	?	?	?	?	?
Carryover Balance	\$31,664	\$19,572	\$12,514	\$8,976	\$3,583	\$3,217	\$5,465	\$12,843

Note:
 *The Additional Appropriations amounts include actual additional one-time appropriations of \$340,000 in 2000, and \$555,000 for estimated Police additional costs for School Crossing Guards and higher authorized strength than originally estimated (includes employee benefits) and \$353,000 for estimated Fire additional costs due to higher authorized strength than originally estimated (includes employee benefits).

Revised General Fund Six-Year Forecast (in \$000s)

	1999 Actual	2000 Estimate	2001 Forecast	2002 Forecast	2003 Forecast	2004 Forecast	2005 Forecast	2006 Forecast
Operating Revenue	\$301,672	\$307,346	\$316,803	\$324,026	\$333,390	\$345,591	\$357,536	\$372,418
Operating Budget	\$299,121	\$301,323	\$303,176	\$311,946	\$321,920	\$329,900	\$337,862	\$346,864
Cincinnati Public Schools		5,000	5,000	5,000	5,000	5,000	5,000	5,000
General Fund Operating Budget	299,121	306,323	308,176	316,946	326,920	334,900	342,862	351,864
Capital Investment Transfers								
Major Projects - Add'l Debt Service		4,411	5,083	5,037	5,262	5,404	6,404	6,789
Neighborhood and Other Capital Investment			5,000	5,000	5,000	5,000	5,000	5,000
Neighborhood Street Rehabilitation	3,000		6,270	7,720	6,430	5,600	6,090	6,590
Expenditure Savings	(5,088)	(4,520)	(4,548)	(4,679)	(4,829)	(4,949)	(5,068)	(5,203)
Yearly Balance	\$4,639	\$1,132	(\$3,178)	(\$5,998)	(\$5,393)	(\$365)	\$2,248	\$7,378
Previous Carryover Balance	\$40,015	\$31,664	\$18,244	\$9,066	\$3,068	(\$2,326)	(\$2,690)	(\$442)
Yearly Balance	4,639	1,132	(3,178)	(5,998)	(5,393)	(365)	2,248	7,378
Prior Year Cancelled Encumbrances	1,860							
Less Transfers (Out)/In	(14,850)	(14,552)	(6,000)					
Carryover Balance	\$31,664	\$18,244	\$9,066	\$3,068	(\$2,326)	(\$2,690)	(\$442)	\$6,935

Notes:
 1) Less Transfers (Out)/In for 1999 and 2000 include transfers to various capital and operating projects. The 2001 amount reimburses the Riverfront Street Grid project for the cost of the Fort Washington Way Pilings.
 2) Operating Revenue includes \$14.6 million in Estate Tax for 2000 to reflect actual collections. The 2001 and 2002 amounts are reduced by \$2.0 million from the prior forecast.

General Fund Revenue Estimates in the 2001/2002 Biennial Budget

The General Fund revenue estimate for 2001, in the accompanying table below, is \$316.8 million, a 3.1% increase over the current revised 2000 estimate of \$307.3 million. The 2002 revenue estimate of \$324.0 million is a 2.3% increase over 2001. The four major General Fund revenue components are City Income Tax, State Shared Revenues (Estate Tax and Local Government Fund), Investments, and Property Taxes, all of which together comprise nearly 90% of City revenues.

2001/2002 General Fund Revenue Estimates (in \$000's)

Category	1999 Actual	2000 Estimate	2001 Budget	% change	2002 Budget	% change
City Income Tax	\$182,695	\$191,255	\$199,563	4.3%	\$204,066	2.3%
Property Tax	\$28,953	\$29,500	\$28,660	-2.8%	\$28,660	0.0%
State Shared Taxes	\$49,464	\$45,500	\$47,800	5.1%	\$49,300	3.1%
Investments	\$11,288	\$11,200	\$11,700	4.5%	\$12,050	3.0%
Other Revenues	<u>\$29,272</u>	<u>\$29,890</u>	<u>\$29,080</u>	-2.7%	<u>\$29,950</u>	3.0%
Total Revenues	\$301,672	\$307,345	\$316,803	3.1%	\$324,026	2.3%

City Income Tax. Income Tax revenue is budgeted to increase by 4.3% in 2001 over the estimate for 2000, and by 2.3% in 2002 over the 2001 estimate. These estimates are based on the Standard & Poor's DRI forecast using their model of the Cincinnati economy. The Standard & Poor's forecast predicts a strong economy continuing through 2001 followed by rising interest rates and increasing inflation which eventually lead to a moderate recession. That recession causes the slowing of income tax revenues in 2002 and a further slowing in 2003.

The General Fund receives 1.55% of the 2.1% locally levied tax applied to gross salaries, wages, and other personal service compensation earned by residents of the City and to earnings of non-residents earned in the City. It also applies to net income of business organizations for business conducted in the City. The income tax is the largest single source of General Fund revenue accounting for 63% of those revenues.

The receipt of 1.55% Income Tax revenue over the budgeted allocation to the General Fund is recognized as revenue in the Income Tax Permanent Improvement Fund at the end of the year. This amount is carried forward for subsequent year capital or operating needs. For budget purposes, the excess Income Tax amount is reflected in the City Income Tax category in the General Fund revenue table above.

State Shared Revenues. State Shared Revenues are the second largest sources of revenue to the City General Fund accounting for 15% of City General Fund revenues. There are two major sources of these revenues: the Local Government Fund and the Estate Tax. The forecasted revenues for 2001 for the Estate Tax have been reduced by \$2 million to \$15.75 million. These revenues account for 5% of the General Fund. The tax is estimated to grow 3.5% in 2002. The City received \$5.1 million less in Estate

Tax revenue in 2000 than 1999. While the City forecast a nearly 13% decrease in these revenues, they actually declined by 26%. Ohio legislation requires a select committee of legislators to present a report to the State Legislature by the end of 2001 concerning the continued use of this tax in Ohio.

The second source of state shared revenues is the Local Government Fund. The Local Government Fund revenues consist of portions of the State income, sales and use, public utility, and corporate franchise taxes allocated to a fund for distribution to local governments. Revenues grow based on growth in the state revenue sources. The fund is estimated to grow 3.7% in 2001 and 3.0% in 2002.

Property Taxes. Property taxes account for 9% of the General Fund. The City Council established a 5.4 mills property tax rate which will generate an amount of revenue which is 2.8% lower than previous 2000 estimates. The 2002 estimate also projects \$28.7 million.

Property taxes are levied on real property, public utilities property, and tangible property (equipment and inventory of business). The real property consists of residential, commercial, and industrial property.

Traditionally property tax revenue fluctuates due to the statutorily required sexennial reappraisal and the intervening third year review and appeals which are granted to taxpayers. The above property tax projections assume that the City Council will levy a property tax rate sufficient to collect the \$28.7 million each year. The City Charter authorizes a property tax levy of up to 6.1 mills for current operating purposes. The City Council sets that rate annually in the Fall.

In addition, property taxes from public utility property are expected to be reduced because the taxable value of new public utility property is at a lower assessed value (25%) than that of existing utility property (88%) due to a 1993 change in State law. The portion of the property taxes from Tangible Personal Property will also be reduced over the next 25 years. Currently that property is valued at 25% of real value. The rate at which the inventory portion of this tax base is valued will decline by one percentage point each year for 25 years until there is no personal property tax.

Investments. Investment earnings are anticipated to increase by 4.5% in 2001 and 3% in 2002 because of investments made during the past year, a period of higher interest rates.

Others Revenues. This category includes charges for services, admissions taxes, licenses and permits, parking and traffic fines and miscellaneous revenues. These various revenues comprise about 9% of General Fund revenues. These revenues are estimated to decrease in 2001 by 2.7% and increase in 2002 by about 3%. Several one-time revenues in 2000 contributed to a higher base causing the decline in 2001. Historically, these various revenues have grown slowly.

Recommended General Fund Expenditure Highlights in the Biennial Budget

The recommended General Fund expenditure budget for 2001 is \$308.2 million, a 0.6% increase over the current 2000 budget of \$306.3 million. The 2002 expenditure budget of \$316.9 million is a 2.8% increase over 2001 - see the General Fund Summary on page 40. The Departmental Budgets section of this document provides a detailed description of recommended budget and FTE changes from 2000, the following provides an overview of some of the more significant recommendations for 2001/2002.

Health Department. Childhood lead poisoning is a serious public health issue. Environmental lead risk assessments represent a critical public health responsibility for the Health Department. Medical follow-up for lead-poisoned children and children with elevated blood lead levels may suffer neurological damage, resulting in underdeveloped physical and mental skills during early childhood. The City's HUD-funded Lead Abatement Project will be completed in November 2000, reducing revenue for lead risk assessment in 2001 by \$274,000. So that the Health Department may continue a lead risk assessment program for lead poisoned children, \$225,500 has been included in the General Fund 2001 budget.

To compensate, in part, for the additional funding of lead risk assessment, Day Care Licensing will be transferred to the Ohio Department of Health, which will create a \$65,000 budget savings. Day Care Licensing brings a marginal return on funding dollars because it duplicates a service already required from the Ohio Department of Health; indeed, day care centers in Cincinnati are required to obtain two, not one, licenses to operate. Limited public health funds are better spent on lead risk assessment, which addresses a serious public health issue for children and will not be carried out by another public health agency if the Health Department is unable to operate the program.

The Nursing Home Inspection Program will also be transferred to the Ohio Department of Health because, as with Day Care Licensing, the service is already offered at the state level. This will generate a 2001 budget savings of \$110,800 in the Health Department's operating budget.

In recent years, Health Services Fund 395, which receives revenue from Medicaid and other health insurers, has seen declining revenue because of a rising number of uninsured patients. However, the Health Department has taken several steps to reverse that trend; and the revenue outlook for the biennium is more positive.

Employee Benefits and Pensions. The recommended Employee Benefits and Pensions budget for all General Fund employees is \$53.1 million for 2001, which is a decrease of 0.1% from the 2000 budget. In 2001/2002, employee benefits were budgeted at 27.1% of payroll. The City Retirement System contribution is 7.0% of payroll. Fire Fighters and Police Officers are not in the City pension system because they are required by state law to be in the State's Police and Firemen's Disability and Pension Fund. The employer contribution rate for firefighters is 24.0% of salary, and 19.5% of salary for police officers. In addition to the percentage of salary contribution, there is an annual debt service payment required by the State of \$2.8 million to cover prior years' unfunded liabilities.

Employee health care insurance, which is the second largest benefit cost after pensions, is budgeted to increase by approximately 5.0%. Worker's Compensation costs, which is the third largest benefit cost, is budgeted to decrease 30.3% from the 2000 costs due to excellent experience factors. The health care insurance budget is estimated at 6.5% of payroll and Worker's Compensation is estimated at 2.4% of payroll. The total 2002 Employee Benefits and Pensions non-departmental accounts budget of \$54.3 million is an increase of 2.3% over 2000 to account for the budgeted wage increase and potential inflation in certain benefit rates.

General Fund Reserve for Contingencies. The recommended Reserve for Contingencies budget is \$1.0 million in 2001. The 2001 Reserve includes \$306,310 which has been earmarked for possible increase in

fuel costs above \$1.50 per gallon and \$50,000 earmarked for possible Buildings & Inspections staff overtime associated with the Riverfront/Stadium projects.

Cincinnati Public Schools. To fulfill the City Council's \$100 million commitment to fund improvements to Cincinnati Public School (CPS) buildings over 20 years, a \$5 million annual amount for CPS was recommended in the General Fund Operating Budget starting in 2000.

Economic Development Items. Included in the recommended 2001 budget is \$300,000 for the new Greater Cincinnati Port Authority; \$80,000 for the Greater Cincinnati African-American Chamber of Commerce; a total of \$200,000 for the Greater Cincinnati Chamber of Commerce which includes \$100,000 for the Greater Cincinnati Regional Marketing Partnership, \$80,000 for operating support of the Chamber, and \$20,000 for the Minority Business Mentoring Program operated by the Chamber; \$50,000 for the Riverfront Classic & Jamboree; \$150,000 for the City's support of the Ujima Cinci-Bratton; and, \$325,000 for Forgivable Asset-based Reverse Mortgage (FARM) agreements with Firststar and Great American Financial Resources. FARM agreements are used by the City as an incentive for job creation and retention by major employers and provide an annual 50% credit for the additional earnings tax receipts generated by the company each year for ten years. The first FARM agreement was executed in 2000 between the City and Firststar Corporation for the relocation of its processing center to Wooster Pike in Linwood.

Neighborhood Playgrounds Initiative. To support City efforts to provide safe and attractive neighborhood playgrounds, I am recommending an additional \$500,000 per year in the Department of Recreation's Outdoor Facilities Renovation project as part of my new Playgrounds Initiative Program. This additional investment brings the total recommended capital commitment to \$1 million annually and \$6 million for the six-year plan. This recommendation will support the complete renovation of approximately 12 playgrounds per year. My 2001/2002 Operating Budget includes \$80,240 in each year for two additional Facility Maintenance Specialist positions to support playground maintenance and renovation efforts as part of the overall initiative. In addition, as part of an ongoing effort, seven additional playground renovations will be completed over the next four years to bring the Department of Parks' playground sites up to current safety standards.

Recommended General Fund Staffing

The number of full-time equivalent (FTE) positions in the General Fund is recommended to decrease from 4,159.1 budgeted in 2000 to 4,035.1 in 2001, which is a decrease of 124.0 FTE. The General Fund reduction in 2001 is primarily due to a decrease of 116.7 FTE in the Recreation Department which includes a shift of 62.4 part-time FTE to the Recreation Special Activities Fund (323) in order to align part-time positions with their actual base funding source, the reduction of 51.3 part-time FTE positions, and the reduction of 3.0 FTE full-time positions – as previously mentioned on page 4. Other significant General Fund reductions include the following: In the Health Department, there are 10.5 fewer FTE due to the elimination of the Nursing Home Inspection Program, Day Care Licensing, and various vacant positions. In the Safety Department, 7.0 non-sworn FTE positions are eliminated due to operating efficiencies. The General Fund FTE decreases are offset by FTE additions in other departments, primarily in the General Services Department and the Public Services Department. An increase of 11.0 FTE is included in City Facility Management for the new Building Reliability Maintenance Program. The net increase of 9.0 FTE in the Public Services Department is due to the transfer of 16.0 FTE to the General Fund from various Restricted Funds. The transfers are a part of the reorganization of the department. The transferred positions were offset by the elimination of three management positions and various other vacant positions in the Department due to operating efficiencies.

The General Fund positions decrease by an additional 4.0 FTE in 2002. This reduction is comprised of an elimination of one Assistant Director position in the Buildings and Inspections Department due to the anticipated reorganization of the Department from three to two divisions, the elimination of a Supervising

Engineer position in the Transportation and Engineering Department when this position becomes vacant in 2002, and the elimination of two full-time positions in the Recreation Department.

2001/2002 General Fund Staffing Plan

	2000 Approved Budget	2001 Recommended Budget	Change From 2000	2002 Recommended Budget	Change From 2001
Police Sworn	1,000.0	1,000.0	0.0	1,000.0	0.0
Fire Sworn	787.0	787.0	0.0	787.0	0.0
Non-Sworn	<u>2,372.1</u>	<u>2,248.1</u>	<u>-124.0</u>	<u>2,244.1</u>	<u>-4.0</u>
Total General Fund	4,159.1	4,035.1	-124.0	4,031.1	-4.0

Fire Division Sworn Positions. The recommended biennial budget includes 1 Fire recruit class in each year. This will result in enough recruits/graduates over the biennium (31 and 20, respectively) to allow an average sworn strength in 2001 of 801 and in 2002 of 796, which in 2001 is 14 more than the authorized strength. The *authorized strength* is a fixed number of sworn Fire personnel as established by the City Council and is currently set at 787. The actual number of Fire staff may vary as a result of the number of graduating Fire Fighter Recruits and the number of retiring sworn Fire personnel. The sworn staff in the recommended budget reflects the authorized strength. The *average sworn strength* is the mathematical average of the number of sworn fire personnel for a given year, as shown in the following chart.

Fire Division Sworn Staffing

	2000 Budget	2000 Projected	2001 Recommended	2002 Recommended
Authorized Strength	787	787	787	787
Average Sworn Strength	788	801	801	796

Police Sworn Positions. The recommended 2001/2002 General Fund Biennial Budget includes 2 Police recruit classes each year. This will result in enough recruits/graduates over the biennium (60 and 58, respectively) to allow an average sworn strength in 2001 and 2002 of 1,004 each year, which is 4 more than the authorized strength. The *authorized strength* is a fixed number of sworn police personnel as established by the City Council and is currently set at 1,000. The actual Police staffing may vary from that number as a result of the number of graduating Police Recruits and the number of retiring police personnel. The sworn staff in the recommended budget reflects the authorized strength. The *average effective strength* is the mathematical average of the number of sworn police personnel for a given year. The following chart shows the authorized and average sworn strength, including the average of the three summer months when more police officers are needed due to increased calls for service.

Police Division Sworn Staffing

	2000 Budget	2000 Projected	2001 Recommended	2002 Recommended
Authorized Strength	1,000	1,000	1,000	1,000
Average Sworn Strength	1,018	1,031	1,004	1,004
Summer Sworn Strength	1,022	1,037	1,012	1,011

Street Strength is a key measure of police effectiveness because it reflects the number of officers in the field. Street strength is defined as the number of Sergeants and Police Officers/Specialists assigned to the districts of the Patrol Bureau, the General Vice Enforcement Unit, the Narcotics Unit, the Street Corner Unit of the Central Vice Control Section, the Homicide Unit, the Personal Crimes Unit, the Property Crimes Unit of the Criminal Investigation Section, the Park Unit, the Traffic Unit, and the Gang Unit of the Special Services Section of the Support Bureau. Street strength was 758 at the mid-year of 1995. It is expected to be 854 at the mid-year of 2001 and 852 at the mid-year of 2002. The City of Cincinnati has made great strides since 1995 in increasing police presence in the neighborhoods. This increase in police presence can be attributed to the receipt of funding from three Federal grants as well as a commitment by the City for the additional funding. The 2001/2002 strength is the best since 1992, except for the 1999/2000 biennium when overall strength occasionally exceeded the authorized strength by 30.

2001/2002 Restricted Funds Resources and Expenditures

The recommended 2001 operating expenditures for the Restricted Funds total \$376.3 million, which is an increase of 6.8% over the 2000 Restricted Funds budget. However, after deducting debt service related to the capital investments from both years, and required service improvement increases in MSD and the Water Works, the effective budgetary growth is 1.4%. The recommended 2002 operating expenditures total \$386.6 million which is an increase of 2.8% over the 2001 Restricted Funds recommended budget amount. Several of the Restricted Funds support capital expenditures as well as ongoing operations.

As with the General Fund, the Restricted Funds amounts are based on the 75% cap on inflation. However, Federal mandates, new grants, as well as other exigencies, have resulted in an increase over expected inflationary rise in expenses. The increases beyond inflation are discussed in the individual fund sections that follow.

Appropriated Restricted Fund Revenue Estimates and Expenditures for 2001/2002

While all of the Appropriated Restricted Funds, except the Health Services Fund 395, are balanced to resources, several of the Appropriated Restricted Funds estimated operating expenditures exceed the revenue estimates, such as with the Convention Center Fund 103. In those cases the prior year carryover is used to balance the fund in the biennium. In addition the Infrastructure Fund 302 is able to absorb some of the expenses from the Street Construction Fund 301 and Motor Vehicle Tax Fund 306 whose revenues are growing slowly. The Health Services Fund 395 has a negative ending balance for 2002. Therefore, its financial structure will need to be evaluated during the biennium. The Cable Fund 424 will provide funds for transfer to the capital program for increased technology improvements. We will continue to monitor revenue and expenditure growth trends in the aforementioned funds, as well as all other Restricted Funds.

There are some noteworthy changes in the revenue estimates and recommended expenditures for 2001 and 2002 compared to the 2000 budget. Descriptions of the Appropriated Restricted Fund changes for the 2001/2002 biennium follow in the Restricted Funds Resources and Expenditures section of this document.

Non-Appropriated Restricted Fund Expenditures for 2001/2002

At the bottom of the "All Funds Operating Budget" table on page 39 is a total for non-appropriated Restricted Fund operating budgets. These funds are typically grants or single purpose funds. Non-appropriated funds have ongoing authorization for expenditures within realized resources by virtue of their enabling legislation. The budgets are based on resources and are determined administratively without requiring the passage of annual appropriation ordinances.

The recommended 2001 non-appropriated Restricted Funds budget of \$22,300,070 exceeds the 2000 approved budget by \$3,401,180, or 18.0% primarily due to an increase of over \$3 million in job training program grants and the loss of \$306,420 in 2000 funding for the Cincinnati Lead Abatement Program.

The 2002 operating budgets for the non-appropriated Restricted Funds change only by the budgeted wage and inflation increases.

WATER WORKS FUND 101

(In \$000s)	2000 Budget	2000 Estimated Actual	2001 Estimate	2002 Estimate
Water Works - Fund 101				
Revenue	89,100	89,233	90,096	94,109
Prior Year Carryover	<u>36,921</u>	<u>42,001</u>	<u>42,908</u>	<u>36,079</u>
Resources	126,021	131,234	133,004	130,188
Operating Expenditures	75,770	75,770	82,166	86,086
Transfer to Capital	<u>12,368</u>	<u>12,556</u>	<u>14,759</u>	<u>15,653</u>
Resources Minus Expenditures	37,883	42,908	36,079	28,449

Description

Water Works Fund 101 supports the Cincinnati Water Works operations, capital improvements, repairs, and debt service expenditures without any General Fund support. The City owns and operates the entire system, funded by water user fees paid by City residents and customers in adjacent jurisdictions.

Major Services

- Water Works Administration
- Customer Services
- Water Supply
- Water Distribution
- Engineering Services
- Water Quality and Treatment

Revenues

The revenue estimates for the Water Works Fund 101 are \$90,096,000 for 2001 which is a 1.0% increase over 2000 and \$94,109,000 for 2002 which is a 4.5% increase over 2001. These estimates are based on current rates and a planned rate increase of 3.0% in 2002. The

Water Works is now on an annual rate change schedule.

Expenditures

The total 2001 operating budget for the Water Works Fund of \$82,165,670 is an 8.4% increase over the 2000 budget. After considering budgeted wage and inflation increases, this increase is primarily due to the debt service budget for expanded capital investment, and to exceptional budget items that are a result of regulatory compliance issues, customer service initiatives, and E-Government solutions. The 2002 operating budget of \$86,086,030, which is a 4.8% increase over 2001, changes primarily by the budgeted wage and inflation increases, and the debt service budget.

The 2001 transfer-to-capital amount of \$14,759,000 reflects a 17.5% increase in cash capital expenditures due to an expanded capital investment program. The 2002 cash transfer increases to \$15,653,000 which reflects the overall increase in planned capital expenditures. The combined cash funded and debt financed Water Works capital projects total \$63,630,000 for 2001 and \$62,356,000 for 2002.

PARKING SYSTEM FACILITIES FUND 102

(In \$000s)	2000 Budget	2000 Estimated Actual	2001 Estimate	2002 Estimate
Parking System Facilities - Fund 102				
Revenue	7,500	7,925	9,020	9,160
Prior Year Carryover	<u>2,540</u>	<u>3,069</u>	<u>3,580</u>	<u>5,434</u>
Transfers In				
Resources	10,040	10,994	12,600	14,594
Operating Expenditures	6,349	6,349	6,526	6,665
Transfer to Capital	<u>665</u>	<u>1065</u>	<u>640</u>	<u>950</u>
Resources Minus Expenditures	3,026	3,580	5,434	6,979

Description

Parking System Facilities Fund 102 supports the operations of the City's public garages and parking lots and the payment of debt service incurred for capital improvements. Parking System Facilities operates as a system whereby the more profitable garages and parking lots support those in marginal and less profitable locations. The Parking System is self-supporting and does not receive any resources from the General Fund.

Major Services

- Provides clean, safe parking lots
- Provides clean, safe parking garages
- Supports regional transportation goals

Revenues

The revenue estimates for the Parking System Facilities Fund 102 is \$9,020,000 for 2001, which is a 13.8% increase over 2000. Additional revenue will be generated from further implementation of the Parking

Improvement Plan, and from operating the new Third and Central Avenue parking lot. For 2002, the revenue estimate is \$9,160,000, which is a 1.6% increase over 2001. These estimates are based on current rates.

Expenditures

The total 2001 operating budget for Parking System Facilities Fund 102 of \$6,526,020 is a 2.8% increase over the 2000 budget. The 2002 operating budget of \$6,664,690 reflects an increase of 2.1% over the 2001 budget. In both years, changes are primarily due to budgeted wage and inflation increases.

The Parking Facilities Fund 102 supports cash transfers for capital expenditures of \$640,000 in 2001 and \$950,000 in 2002. Capital projects are for structural renovation and equipment replacement and upgrades. Construction of 2 – 3 new parking garages will occur during the 2001/2002 biennium. When financial plans for those facilities are completed, the final budget will be modified.

CONVENTION CENTER FUND 103

(In \$000s)	2000 Budget	2000 Estimated Actual	2001 Estimate	2002 Estimate
Convention Center - Fund 103				
Revenue	5,345	5,145	5,000	5,000
Prior Year Carryover	<u>3,064</u>	<u>3,425</u>	<u>2,705</u>	<u>2,281</u>
Resources	8,409	8,570	7,705	7,281
Operating Expenditures	<u>5,865</u>	<u>5,865</u>	<u>5,424</u>	<u>5,553</u>
Resources Minus Expenditures	2,544	2,705	2,281	1,728

Description

Convention Center Fund 103 receives the fees charged for the use of the Convention Center and the Transient Occupancy Tax revenue to pay for its operation, utilities, and maintenance. The Convention Center is operationally self-supporting with these funding sources and does not receive resources from the General Fund.

Revenues

The revenue estimates for the Convention Center Fund 103 are \$5,000,000 for 2001, which is a 2.8% decrease from 2000, and \$5,000,000 for 2002, which is the same revenue estimate as 2001. These estimates are based on current rates and projected activity levels.

Major Services

The Convention Center provides spaces and support services for:

- Conventions
- Conferences
- Trade shows
- Public expositions
- Meeting rooms
- Catered events

Expenditures

The total 2001 operating budget for the Convention Center Fund of \$5,424,320 is a 7.5% decrease from the 2000 budget. After considering the budgeted wage and inflation increases, the budget decrease reflects the elimination of two one-time appropriations in 2000. The 2002 operating budget of \$5,553,420, which is a 2.4% increase over 2001, reflects changes due to budgeted wage and inflation increases.

GENERAL AVIATION FUND 104

(In \$000s)	2000 Budget	2000 Estimated Actual	2001 Estimate	2002 Estimate
General Aviation - Fund 104				
Revenue	1,475	1,475	1,500	1,538
Transfers In		200		
Prior Year Carryover	<u>1,327</u>	<u>1,486</u>	<u>1,514</u>	<u>982</u>
Resources	2,802	3,161	3,014	2,520
Operating Expenditures	1,282	1,282	1,386	1,403
Transfer to Capital	<u>365</u>	<u>365</u>	<u>646</u>	<u>435</u>
Resources Minus Expenditures	1,155	1,514	982	682

Description

General Aviation Fund 104 accounts for revenues from hangar rental and other fees at Lunken Airport. Expenditures from this fund support maintenance and general operation of the municipally-owned Lunken Airport. General Aviation is self-supporting and does not receive resources from the General Fund. Capital improvements for the airport are funded primarily from Federal Aviation Administration (FAA) grants.

Major Services

- Lunken Airport operation
- Facility development
- Business aircraft support
- Leisure aircraft support

Revenues

The revenue estimates for the General Aviation Fund 104 are \$1,500,000 for 2001, which is a 1.7% increase over 2000, and \$1,538,000 for 2002, which is a 2.5% increase over 2001. These estimates are based on current rates and small fee increases in standard hangar and land lease provisions and an increase in the amount of leased space.

Expenditures

The total 2001 operating budget for the General Aviation Fund of \$1,386,380 is a 8.1% increase over the 2000 budget. After considering the budgeted wage and inflation increases, the increase reflects costs associated with purchasing new equipment to efficiently manage and operate the airport. The 2002 operating budget of \$1,403,170, which is a 1.2% increase over 2001, changes primarily by the budgeted wage and inflation increases, less one-time expenses for purchasing equipment in 2001.

The General Aviation Fund 104 provides local matching funds for capital projects financed by the Federal Aviation Trust Fund Program. An amount of \$200,000 is earmarked annually in the General Aviation Fund to provide matching funds for capital projects funded by the FAA. The Capital Budget includes \$646,000 and \$435,000 for 2001 and 2002, respectively, to support the FAA match and other facility improvements.

MUNICIPAL GOLF FUND 105

(In \$000s)	2000 Budget	2000 Estimated Actual	2001 Estimate	2002 Estimate
Municipal Golf - Fund 105				
Revenue	6,700	6,900	7,100	7,278
Prior Year Carryover	<u>1,126</u>	<u>1,592</u>	<u>1,410</u>	<u>2,115</u>
Resources	7,826	8,492	8,510	9,393
Operating Expenditures	5,941	5,991	6,177	6,313
Transfer to Capital	393	904		
Incentive Fee	<u>0</u>	<u>187</u>	<u>218</u>	<u>218</u>
Resources Minus Expenditures	1,492	1,410	2,115	2,862

Descriptions

Municipal Golf Fund 105 supports the operation of the City's privately managed golf courses, using receipts from fees charged for the use of the golf courses, driving ranges, golf carts, and concession purchases by golf patrons. The fund includes operations, capital improvements, and debt service.

Major Services

- Operation and Maintenance of Seven Golf Courses
- Junior Golf Programs
- League Play

Revenues

The revenue estimates for the Municipal Golf Fund 105 are \$7,100,000 for 2001 and \$7,278,000 for 2002. The 2001 estimate of \$7.1 million is a 2.9% increase over 2000. These

estimates reflect planned rate increases. The 2002 revenue estimate of \$7,278,000 is a 2.5% increase over the 2001 revenue estimate of \$7.1 million.

Expenditures

The total 2001 operating budget for the Municipal Golf Fund 105 of \$6,176,520 is a 3.1% increase over the 2000 budget. After accounting for the budgeted wage and inflationary increases, the increase is related to additional funding for horticultural supplies, pesticides, chemicals and equipment repair. The 2002 operating budget of \$6,312,560 is a 2.2% increase over the 2001 operating budget. This increase is related primarily to budgeted wage and inflationary increases. A plan to transfer carryover balance funds for capital projects will be developed in early 2001 pending operating results of 2000.

STORMWATER MANAGEMENT UTILITY FUND 107

(In \$000s)	2000 Budget	2000 Estimated Actual	2001 Estimate	2002 Estimate
Stormwater Management Utility - Fund 107				
Revenue	7,600	7,600	7,600	7,600
Prior Year Carryover	<u>1,572</u>	<u>2,022</u>	<u>1,801</u>	<u>1,401</u>
Resources	9,172	9,622	9,401	9,001
Operating Expenditures	6,431	6,431	6,024	5,998
Transfer to Capital	<u>1,390</u>	<u>1,390</u>	<u>1,976</u>	<u>2,000</u>
Resources Minus Expenditures	1,351	1,801	1,401	1,003

Description

Stormwater Management Utility Fund 107 was established by the City Council in 1985 to account for the revenues and operating expenses of the Stormwater Management Utility in Cincinnati. Revenues are generated by a user fee determined by a formula using property area and land use based on an intensity of development factor. Expenditures primarily cover capital improvements; storm sewer maintenance and repair; and administrative costs of master planning, billing, regulation, and enforcement. The Stormwater Management Utility is self-supporting and does not receive any funding from the General Fund.

Major Services

- Flood Control
- Drainage Master Planning
- Capital Improvement Projects
- Regulation and Enforcement
- Permit Administration
- Routine and Remedial Maintenance

Revenues

The revenue estimates for the Stormwater Management Utility Fund 107 is \$7,600,000 for 2001 and 2002 which is no change from 2000. These estimates are based on current rates.

Expenditures

The total 2001 operating budget for the Stormwater Management Fund of \$6,023,700 is a 6.3% decrease from the 2000 budget. After considering budgeted wage and inflation increases, this decrease is due to staff reductions and other operating efficiencies, a decrease in the contribution to the Mill Creek Conservancy District, and a decrease in the debt service amount. The 2002 operating budget of \$5,997,540, which is a 0.4% decrease from 2001, changes primarily by the budgeted wage and inflation increases and a decrease in the contribution to the Mill Creek Conservancy District.

The Stormwater Management Utility Fund 107 supports cash transfers for capital expenditures of \$1,976,000 in 2001 and \$2,000,000 in 2002 for the correction of drainage problems and storm drainage improvements, Duck Creek Flood Protection, and Barrier Dam repairs.

BOND RETIREMENT FUND 151

(In \$000s)	2000 Budget	2000 Estimated Actual	2001 Estimate	2002 Estimate
Bond Retirement - Fund 151				
Revenue	46,236	46,236	51,842	51,860
Prior Year Carryover	<u>250</u>	<u>250</u>	<u>250</u>	<u>250</u>
Resources	46,486	46,486	52,092	52,110
Operating Expenditures	<u>46,236</u>	<u>46,236</u>	<u>51,842</u>	<u>51,860</u>
Resources Minus Expenditures	250	250	250	250

Description

Bond Retirement Fund 151 pays the debt service on General Obligation bonds issued to raise capital improvement funds.

Major Services

- Maintain records of general obligation debt.
- Receive taxes levied for debt service.
- Bill various agencies for self-supporting debt.
- Invest monies until needed to pay debt service payment.
- Schedule and pay debt service when due.

Revenues

The revenue estimates for the Bond Retirement Fund 151 are \$51,842,000 for 2001 which is a 12.1% increase over the 2000 amount of

\$46,235,520. The primary source of revenue for the fund is the 5.36 mills of property tax (over and above the 5.4 mills for the operating budget) levied against the assessed value of real and tangible property. By annual resolution, City Council authorizes the property tax rate required to be levied to service the expense related to administration of the Bond Retirement Fund, including the payment of principal and interest on certain City bonded indebtedness.

Expenditures

The 2001 expenditure budget is \$51,842,364 which is a 12.1% increase over the 2000 amount of \$46,235,520. This total includes \$51,100,000 in debt service and \$742,364 in operating expenditures. Operating expenditures of \$742,364 represent an increase of 0.9% over the year 2000 amount of \$735,516.

STREET CONSTRUCTION, MAINTENANCE, AND REPAIR FUND 301

(In \$000s)	2000 Budget	2000 Estimated Actual	2001 Estimate	2002 Estimate
Street Construction, Maintenance, and Repair - Fund 301				
Revenue	8,100	8,100	8,075	8,277
Prior Year Carryover	<u>982</u>	<u>1,509</u>	<u>861</u>	<u>903</u>
Resources	9,082	9,609	8,936	9,180
Operating Expenditures	<u>8,748</u>	<u>8,748</u>	<u>8,033</u>	<u>8,222</u>
Resources Minus Expenditures	334	861	903	958

Description

Street Construction, Maintenance, and Repair Fund 301 is used by the Public Services Department to supplement the maintenance and repair of the City's street system and traffic control devices. The funds are received from the State of Ohio from the motor vehicle license tax and gasoline taxes.

Major Services

- Street Maintenance
- Street Repair
- Snow Removal
- Street Signage

Revenues

The revenue estimates for the Street Construction, Maintenance, and Repair Fund 301 are \$8,075,000 for 2001 which is a 0.3% decrease from 2000 and \$8,277,000 for 2002

which is a 2.5% increase over 2001. These estimates are based on current rates and additional proportionally shared taxes from the State of Ohio.

Expenditures

The total recommended 2001 operating budget for the Street Construction, Maintenance, and Repair Fund of \$8,033,440 is a 8.2% decrease from the 2000 budget. After considering budgeted wage and inflation increases, this decrease is primarily due to a decrease in personnel costs transferred to Fund 302 in order to balance the Fund 301 budget, as well as the elimination of five vacant positions due to operating efficiencies. The recommended 2002 operating budget of \$8,221,540, which is a 2.3% increase over 2001, increases primarily by the budgeted wage and inflation increases.

INCOME TAX-INFRASTRUCTURE FUND 302

(In \$000s)	2000 Budget	2000 Estimated Actual	2001 Estimate	2002 Estimate
Income Tax-Infrastructure - Fund 302				
Revenue	12,400	12,783	13,313	13,620
Prior Year Carryover	<u>6,135</u>	<u>7,024</u>	<u>7,138</u>	<u>6,579</u>
Resources	18,535	19,807	20,451	20,199
Operating Expenditures	12,019	12,019	13,672	13,971
Transfers to Capital	650	650	200	
Resources Minus Expenditures	5,866	7,138	6,579	6,228

Description

Income Tax-Infrastructure Fund 302 accounts for receipts from the 0.1% increase in the Income Tax approved by voters in 1988 and for expenses for repair, upkeep, and improvements of the City's infrastructure. The Infrastructure Income Tax Ordinance requires that the City meet a commitment to appropriate at least \$56.9 million in 2001 and \$57.1 million in 2002 for yearly infrastructure needs from both the Operating and Capital programs. The Ordinance requires that 90% of these dollars be spent within three years of the original appropriation or the City will lose the 0.1% Infrastructure Earnings Tax.

Major Services

- Street Maintenance
- Bridge Maintenance
- Traffic Operations
- City Facility Maintenance
- Park and Recreation Facility Maintenance

Revenues

The revenue estimates for the Income Tax-Infrastructure Fund 302 are \$13,313,000 for 2001 which is a 4.1% increase from 2000 and \$13,620,000 for 2002 which is a 2.3% increase over 2001. These estimates are based on current rates and a slight increase in tax collections.

Expenditures

The total recommended 2001 operating budget for the Income Tax-Infrastructure Fund of \$13,671,710 is a 13.8% increase over the 2000 budget. After considering budgeted wage and inflation increases, this increase is primarily due to Traffic and Road Operations personnel costs transferred to Fund 302 from Fund 301 in order to balance the Fund 301 budget, the transfer of bridge maintenance costs in the Engineering Division to Fund 302 from Fund 306 in order to balance the Fund 306 budget, an increase of \$250,000 to fund more crack and slurry seal work, and additional maintenance needed as a result of Ft. Washington Way improvements. The recommended 2002 operating budget of \$13,971,370, which is a 2.2% increase over 2001, increases primarily by the budgeted wage and inflation increases.

PARKING METER FUND 303

(In \$000s)	2000 Budget	2000 Estimated Actual	2001 Estimate	2002 Estimate
Parking Meter - Fund 303				
Revenue	900	848	868	888
Prior Year Carryover	<u>1,132</u>	<u>1,374</u>	<u>1,493</u>	<u>1,630</u>
Resources	2,032	2,222	2,361	2,518
Operating Expenditures	<u>729</u>	<u>729</u>	<u>731</u>	<u>749</u>
Resources Minus Expenditures	1,303	1,493	1,630	1,769

Description

Parking Meter Fund 303 accounts for net receipts from the City's parking meters throughout the City, but primarily downtown. Expenditures are appropriated for selected operations in the Economic Development Department and the Traffic and Road Operations Division of the Public Services Department which have a relationship to parking.

Major Services

- Traffic and Road Operations
- Economic Development

Revenues

The revenue estimates for the Parking Meter Fund 303 are \$868,000 for 2001 which is a 2.4%

increase from 2000 and \$888,000 for 2002 which is a 2.3% increase over 2001. These estimates are based on current rates.

Expenditures

The total recommended 2001 operating budget for the Parking Meter Fund of \$731,240 is a 0.3% increase over the 2000 budget. After considering budgeted wage and inflation increases, this change is due to a \$3,900 fuel adjustment to budget fuel at \$1.50 per gallon rather than \$1.75 per gallon. The recommended 2002 operating budget of \$749,340, which is a 2.5% increase over 2001, changes primarily by the budgeted wage and inflation increases.

MOTOR VEHICLE LICENSE TAX FUND 306

(In \$000s)	2000 Budget	2000 Estimated Actual	2001 Estimate	2002 Estimate
Municipal Motor Vehicle License Tax - Fund 306				
Revenue	3,000	2,810	2,910	2,983
Prior Year Carryover	<u>260</u>	<u>664</u>	<u>316</u>	<u>376</u>
Resources	3,260	3,474	3,226	3,359
Operating Expenditures	<u>3,158</u>	<u>3,158</u>	<u>2,850</u>	<u>2,919</u>
Resources Minus Expenditures	102	316	376	440

Description

Municipal Motor Vehicle License Tax Fund 306 accounts for the receipts from the Motor Vehicle License Tax levied by the City and 50% of the receipts from the tax levied by Hamilton County. Fund expenditures are dedicated to repair, upkeep, and improvements to the City's right-of-way.

Major Services

- Street Maintenance
- Street Repair
- Snow Removal
- Street Signage

Revenues

The revenue estimates for the Municipal Motor Vehicle License Tax Fund 306 are \$2,910,000 for 2001 which is a 3.6% increase over 2000 and \$2,983,000 for 2002 which is a 2.5% increase

over 2001. These estimates are based on current rates.

Expenditures

The total recommended 2001 operating budget for the Municipal Motor Vehicle License Tax Fund of \$2,849,860 is a 9.7% decrease from the 2000 budget. After considering budgeted wage and inflation increases, this decrease is due to the transfer of bridge maintenance costs in the Engineering Division (\$317,390) to Fund 302 in order to balance the Fund 306 budget as well as reduced employee benefit costs as a result of transferring FTE to the General Fund. These decreases were offset by an increase in fuel costs due to significantly higher prices per gallon compared to the previous year. The recommended 2002 operating budget of \$2,918,650, which is a 2.4% increase from 2001, changes primarily by the budgeted wage and inflation increases.

SAWYER POINT FUND 318

(In \$000s)	2000 Budget	2000 Estimated Actual	2001 Estimate	2002 Estimate
Sawyer Point - Fund 318				
Revenue	1,100	1,100	1,100	1,128
Prior Year Carryover	<u>57</u>	<u>381</u>	<u>246</u>	<u>217</u>
Resources	1,157	1,481	1,346	1,345
Operating Expenditures	<u>1,135</u>	<u>1,235</u>	<u>1,129</u>	<u>1,156</u>
Resources Minus Expenditures	22	246	217	189

Description

Revenue to support the Sawyer Point Fund 318 is generated from waterfront fee-based programs, waterfront special activities and events, and concession purchases. In May of 1997, Jacor Broadcasting Corporation contracted with the Cincinnati Recreation Commission (CRC) to produce Riverfest, Kidsfest, the All-American Birthday Party, and the Procter and Gamble Concert Series. This contractual arrangement reduces the expenses and net revenues associated with the Sawyer Point Fund.

Major Services

- Operation and maintenance of Central Riverfront
- Showboat Majestic
- Special events including Riverfest, Kidsfest, and concerts

Revenues

The revenue estimates for the Sawyer Point Fund 318 are \$1,100,000 for 2001 which matches the estimated revenue level for 2000. The 2002 revenue estimate of \$1,128,000 is a 2.5% increase over the 2001 revenue estimate.

Expenditures

The total 2001 operating budget for the Sawyer Point Fund of \$1,128,920 is an 8.6% reduction compared to the 2000 budget. This reduction reflects the elimination of two full-time positions. The 2002 operating budget of \$1,156,230 is a 2.4% increase compared to the 2001 operating budget. This increase is due to budgeted wage and inflationary increases.

RECREATION SPECIAL ACTIVITIES FUND 323

(In \$000s)	2000 Budget	2000 Estimated Actual	2001 Estimate	2002 Estimate
Recreation Special Activities - Fund 323				
Revenue	2,850	2,850	2,850	2,921
Prior Year Carryover	<u>480</u>	<u>858</u>	<u>482</u>	<u>376</u>
Transfers In				
Resources	3,330	3,708	3,332	3,297
Operating Expenditures	2,926	2,926	2,956	3,026
Transfer to Capital		300		
Resources Minus Expenditures	<u>404</u>	<u>482</u>	<u>376</u>	<u>271</u>

Description

Special Activities Fund 323 accounts for the receipts and operating expenditures of recreation facility rentals, day camps, swimming pools, Schmidt boat ramp, concessions, and Recreation Center contract classes.

Major Services

- Citywide athletic programs
- Day and summer camps
- After school programs
- Swimming pools
- Recreation centers

Revenues

The revenue estimates for the Special Activities Fund 323 are \$2,850,000 for 2001, which matches the 2000 revenue estimate. For 2002, the revenue estimate is \$2,921,000 which is a 2.5% increase over 2001.

Expenditures

The total 2001 operating budget for the Special Activities Fund of \$2,956,350 is a 1.0% increase over the 2000 budget. The 2002 operating budget of \$3,025,920 is a 2.4% increase compared to the 2001 operating budget. The 2000 to 2001 and the 2001 to 2002 increases are related to budgeted wage and inflation increases. A plan to transfer carryover balance funds will be developed in early 2001 pending operating results of 2000.

HEALTH SERVICES FUND 395

(In \$000s)	2000 Budget	2000 Estimated Actual	2001 Estimate	2002 Estimate
Health Services - Fund 395				
Revenue	2,900	2,600	2,700	2,700
Prior Year Carryover	<u>191</u>	<u>430</u>	<u>389</u>	<u>90</u>
Resources	3,091	3,030	3,089	2,790
Operating Expenditures	<u>3,091</u>	<u>2,641</u>	<u>2,999</u>	<u>3,071</u>
Resources Minus Expenditures	0	389	90	(281)

Description

Health Services Fund 395 receives revenue from Medicare, Medicaid, and other third party payments for services rendered by the City's health clinics to qualifying patients. This fund supports a policy of wellness and preventive health maintenance to serve the health needs of citizens.

in the number of uninsured patients visiting health care centers. Now, revenue is expected to stabilize and possibly grow slightly because of recent legislative initiatives designed to expand eligibility requirements for the Children's Health Insurance Program (CHIP), and streamline the application process. Additionally, changes in Medicare, related to prescription drug coverage, could potentially increase revenue in this fund.

Major Services

- Adult Medical Services
- Pediatric Medical Services
- Dental Services
- OB/GYN Services
- Laboratory Testing
- Pharmaceutical Services
- Nutritional Services
- Social Services

Revenues

The revenue estimates for the Health Services Fund 395 are \$2,700,000 for 2001, representing a 3.8% increase over 2000, and \$2,700,000 for 2002, representing no increase over the 2001 revenue estimate. In recent years, revenue in this fund has been declining due to an increase

Expenditures

In 2000, some operating expenditures were transferred to the General Fund to offset declining revenue in Fund 395. The total 2001 operating budget for the Health Services Fund of \$2,998,650 is a 13.6% increase over the 2000 budget. After considering budgeted wage and inflation increases, the additional expenditures represent normal medical costs that will be paid by the fund balance. The 2002 operating budget of \$3,070,970, which is a 2.4% increase over the 2001 budget, reflects budgeted wage and inflation increases.

Revenue and expenses in this fund will be monitored closely, and adjustments will be made to offset any shortfall.

CABLE COMMUNICATIONS FUND 424

(In \$000s)	2000 Budget	2000 Estimated Actual	2001 Estimate	2002 Estimate
Cable Communications - Fund 424				
Revenue	2,100	2,100	2,250	2,306
Transfers In			1,500	
Prior Year Carryover	<u>2,131</u>	<u>2,348</u>	<u>1,143</u>	<u>2,179</u>
Resources	4,231	4,448	4,893	4,485
Operating Expenditures	1,732	1,732	1,714	1,701
Transfers Out		1,573		
Transfers to Capital			1,000	1,000
Resources Minus Expenditures	2,499	1,143	2,179	1,784

Description

The franchise fee applied to Time Warner Cable's gross revenues from Cincinnati subscribers supports the Cable Communications Fund 424. The Fund supports the Safety Department, which provides radio and emergency communication service; the Office of Cable Communications, which monitors Warner Cable service and produces programming for the City's government access channel; and Communication Technology Services, which provides general City telecommunication services such as installation and repair of telephone systems and fiber optic cable.

Major Services

- Citywide telephone and voice mail systems
- Computer network support
- Citywide fiber optic network
- Police radio systems
- Emergency communications services
- City Cable government access channel and programs
- Monitoring of Time Warner Cable Contract

Revenues

The revenue estimates for the Cable Communications Fund 424 are \$2,250,000 for 2001, which is a 7.1% increase over 2000, and \$2,306,000 for 2002, which is a 2.5% increase over 2001. Revenue increases are based on new products now offered by Time Warner Cable, increases in the number of cable subscribers, and increases in the monthly subscription rates.

Expenditures

The total 2001 operating budget for the Cable Communications Fund 424 of \$1,713,830 is a 1.0% decrease compared to the 2000 budget. After considering budgeted wage and inflation increases, this decrease is due to the elimination in 2001 of a one-time expenditure made in 2000 for the purchase a new van (\$200,000) offset by the addition of two Radio Operator Technician II's (\$91,200). The 2002 operating budget of \$1,700,710, which is a 0.8% decrease from 2001, reflects budgeted wage and inflation increases, but does not include one-time expenditures in 2001 for video streaming and a performance evaluation of Time Warner Cable.

The Cable Communications Fund 424 supports cash transfers for capital expenditures of \$1,000,000 in 2001 and 2002. Funds will be used for enterprise-wide information technology infrastructure enhancements.

METROPOLITAN SEWER DISTRICT FUND 701

(In \$000s)	2000 Budget	2000 Estimated Actual	2001 Estimate	2002 Estimate
Metropolitan Sewer District - Fund 701				
Revenue	119,406	119,406	124,644	132,506
Prior Year Carryover	0	0	0	0
Resources	119,406	119,406	124,644	132,506
Operating Expenditures	117,651	113,736	121,752	124,848
Resources Minus Expenditures	1,755	5,670	2,892	7,658
Transfers to Capital Reserves	1,755	5,670	2,892	7,658
Revenue Minus Expense & Transfers	0	0	0	0

Description

Metropolitan Sewer District Fund 701 supports the management and operation of the Metropolitan Sewer District (MSD). MSD is run by the City on behalf of Hamilton County. User fees charged to customers fund operating expenses and capital improvements.

over 2001. These estimates are based on proposed rate increases of 6.0% in 2001 and 6.0% in 2002. MSD rate increases are the responsibility of the Hamilton County Board of Commissioners.

Major Services

- Metropolitan Sewer District Administration
- Wastewater Treatment
- Wastewater Collection
- Industrial Waste Management
- Capital Improvement Planning and Implementation
- Engineering Services

Expenditures

The total 2001 operating budget for the Metropolitan Sewer District Fund of \$121,752,000 is a 7.0% increase from the 2000 budget. After considering budgeted wage and inflation increases, this increase is primarily due to the debt service budget for expanded capital investment, and to exceptional budget items that are a result of EPA compliance, expanded manhole repair and rehabilitation, expanded Root Intrusion program and the new Small Non-emergency Sewer Repair program. The 2002 operating budget of \$124,848,000, which is a 2.5% increase from 2001, changes primarily by wage and inflation increases, the debt service budget, and by the reduction of one-time 2001 costs.

Revenues

The revenue estimates for the Metropolitan Sewer District Fund 701 are \$124,644,000 for 2001 which is a 4.4% increase over 2000 and \$132,506,000 for 2002 which is a 6.3% increase

INCOME TAX TRANSIT FUND 759

(In \$000s)	2000 Budget	2000 Estimated Actual	2001 Estimate	2002 Estimate
Income Tax-Transit - Fund 759				
Revenue	36,360	36,360	39,112	40,013
Prior Year Carryover	<u>10,395</u>	<u>11,365</u>	<u>9,344</u>	<u>9,074</u>
Resources	46,755	47,725	48,456	49,087
Operating Expenditures	38,296	38,296	38,597	40,249
Transfer to Capital	<u>85</u>	<u>85</u>	<u>785</u>	<u>150</u>
Resources Minus Expenditures	8,374	9,344	9,074	8,688

Description

The Income Tax Transit Fund 759 accumulates the proceeds of the 0.3% of the (2.1% total) Income Tax established for City transit needs. The City of Cincinnati has a contract with the Southwest Ohio Regional Transit Authority (SORTA) to operate the bus system. The City's Transit Fund supports about 42.0% of the annual costs of the system. Fare box receipts, Federal and State grants, and miscellaneous revenues provide the other 58% of the SORTA budget. The Transit Fund also supports transportation-related functions within City departments.

Revenues

The revenue estimates for the Income Tax Transit Fund 759 are \$39,112,000 for 2001 which is a 7.6% increase over 2000 and \$40,013,000 for 2002 which is a 2.3% increase from 2001. These estimates are based on current rates and an increase in income tax collections. Prior year 2000 carryover, which is estimated at \$9,344,000, will be used to balance the Income Tax Transit Fund 759 in the biennium because the estimated expenditures exceed the revenue estimates.

Major Services

- Metro bus service
- Access service for the disabled
- Mass transportation administration and planning

Expenditures

The total 2001 operating budget for the Income Tax Transit Fund of \$38,597,000 is a 0.8% increase over the 2000 budget. The biennial budget reflects \$935,000 in transfers for transportation capital related projects. The 2002 operating budget of \$40,249,000 is a 4.3% Increase over 2001.

Departmental Budgets

The City of Cincinnati Organization Chart provides the City of Cincinnati's reporting authority.

The "All Funds Operating Budget Summary" on page 39 lists, by department, the recommended 2001/2002 All Funds Operating Budget compared to the 2000 All Funds Operating Budget. This table does not include internal service funds because the revenue is received from interdepartmental billing for services. For example, the City Hall printing services fund is not included because the in-house printing costs are already included in the non-personnel budgets of other departments. It would be a "double count" of costs to include internal service funds within the "All Funds Operating Budget Summary."

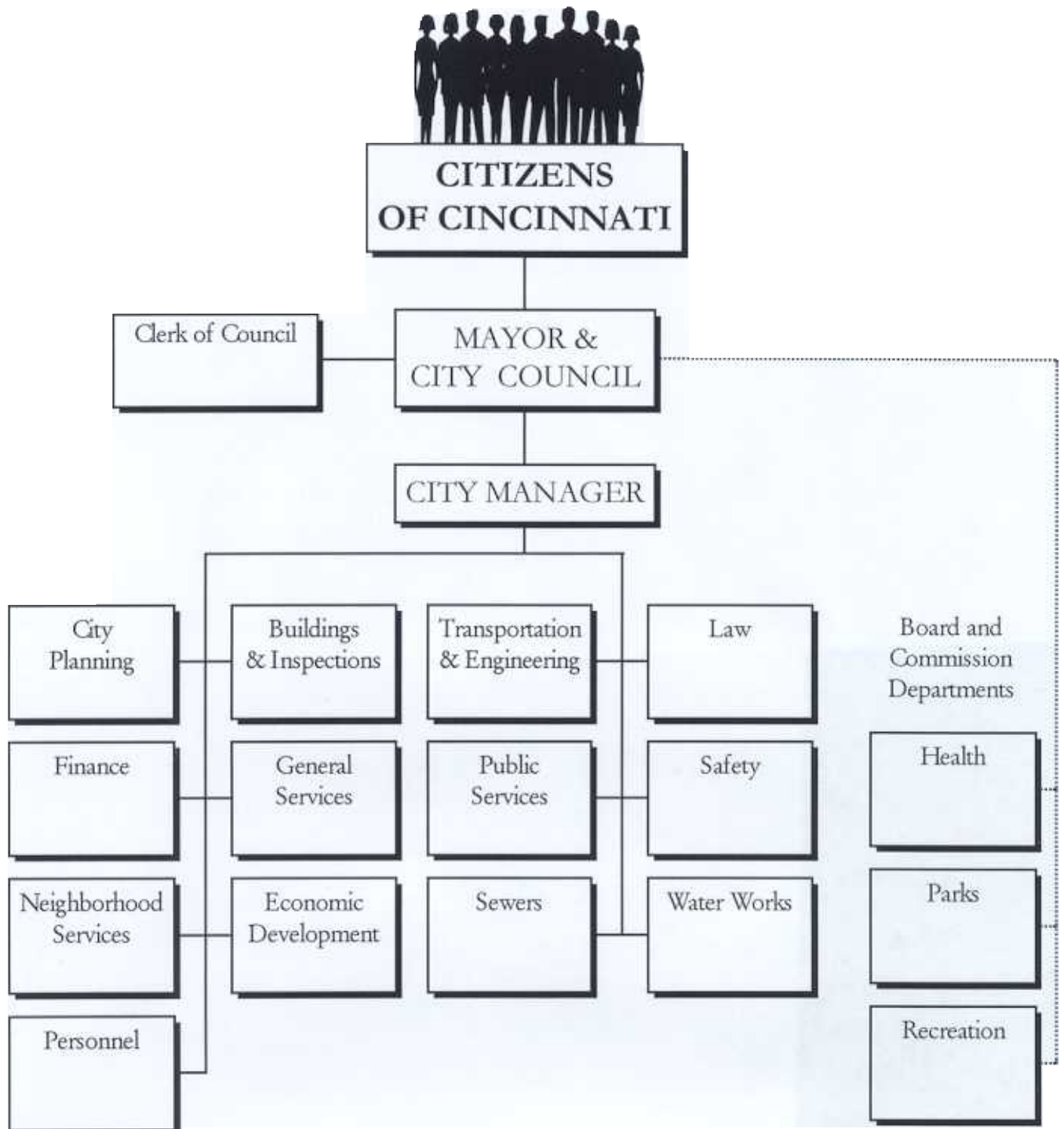
The "General Fund Budget Summary" on page 40 lists, by department, the recommended 2001/2002 General Fund Operating Budget compared to the 2000 General Fund Operating Budget.

The "Staffing Plan" on page 41 lists, by department, the number of full-time equivalent (FTE) positions funded in the 1999 and 2000 budgets and recommended in the 2001/2002 biennial budget in the General Fund, Other Funds, and All Funds. Presented at the bottom of the "Staffing Plan" is a breakdown of the total number of authorized FTE for Police Sworn and Fire Sworn.

The "Departmental Information" beginning on page 42 are in alphabetical order and include an explanation of budget changes, an expenditure and staffing summary table, an explanation of staffing changes, and performance measures.

- The explanation of budget changes describes the significant budget changes included in the 2001/2002 recommended budget after considering the budgeted wage and inflation increases. To continue 2000 services into 2001, departments had to comply with the 75% policy and reduce costs while continuing to provide the same level and quality of services. This was done, with the exception of the Nursing Home and Day Care Inspection programs which are recommended to be discontinued, through creating operating efficiencies, deleting unnecessary FTE and technology improvements.
- The expenditure and staffing summary table includes the total cost for each department, by fund type, including employee benefits and other non-departmental costs as appropriate (debt service, motorized equipment, and General Fund overhead). The explanation of budget changes focuses on the departmental part of the budget which includes personnel costs and supplies and services. Since employee benefits and General Fund overhead are calculated as a percentage of personnel costs (approximately 23% and 7.7%, respectively) and these percentages do not vary significantly among departments. Debt service and motorized equipment budget changes are described if they are significant.
- The expenditure and staffing summary table provides the 2000, 2001, and 2002 expenditure budgets for each department, as well as the All Funds recommended FTE over the three-year period.
- The explanation of staffing changes describes the 2001/2002 recommended staffing changes compared to the 2000 staffing plan for the department.
- Performance Measures Program. During the year 2000, City departments are tracking 86 performance measure objectives. Over 80% of these performance measure objectives are expected to be achieved by year-end. City departments will track 102 performance measure objectives each year for the 2001-2002 biennium. The performance measures for each department are listed below their recommended budgets.

CITY OF CINCINNATI



All Funds Operating Budget Summary

Agency/Account	1999 Approved	2000 Approved	2001 Recommended	Change 2000 to 2001	2002 Recommended	Change 2000 to 2001
City Council	\$1,250,320	\$1,258,250	\$1,313,920	4.4%	\$1,497,910	14.0%
Office of the Mayor	190,130	190,780	192,990	1.2%	197,430	2.3%
Clerk of Council	758,850	991,110	758,720	-23.4%	1,281,770	68.9%
City Manager	11,203,290	9,529,430	12,205,470	28.1% ¹	12,492,230	2.3%
Buildings & Inspections	5,975,970	5,595,000	5,659,310	1.1%	5,720,420	1.1%
City Planning	2,045,200	1,912,610	1,537,250	-19.6%	1,561,080	1.6%
Economic Development	2,211,630	1,818,870	2,499,590	37.4%	2,737,520	9.5%
Finance	10,916,130	11,454,810	10,843,010	-5.3%	11,170,890	3.0%
General Services	24,187,280	25,285,040	22,392,320	-11.4%	22,835,120	2.0%
Health	35,242,250	34,307,450	34,395,810	0.3%	35,164,530	2.2%
Law	4,518,410	4,502,590	4,642,130	3.1%	4,748,130	2.3%
Neighborhood Services	8,474,830	7,249,250	7,729,950	6.6%	7,829,480	1.3%
Parks	7,616,820	7,610,570	7,755,350	1.9%	7,981,870	2.9%
Personnel	2,518,350	2,230,490	2,410,880	8.1%	2,466,800	2.3%
Public Services		34,405,940	35,229,780	2.4%	36,062,150	2.4%
Public Works	37,306,240					
Recreation	23,295,030	23,707,710	24,050,780	1.4%	25,093,820	4.3%
Safety						
Fire	47,979,950	50,660,540	52,719,750	4.1%	53,923,290	2.3%
Police	78,168,940	79,169,770	82,287,610	3.9%	84,770,440	3.0%
Safety Director	628,690	591,980	598,800	1.2%	612,610	2.3%
Sewers	70,544,380	72,548,840	77,795,080	7.2%	77,571,450	-0.3%
SORTA	34,878,870	37,399,690	37,694,920	0.8%	39,324,400	4.3%
Transportation and Eng.		4,701,100	4,938,530	5.1%	4,998,390	1.2%
Water Works	46,680,370	47,562,600	49,289,480	3.6%	49,913,670	1.3%
TOTAL ALL DEPARTMENTS	\$456,591,930	\$464,684,420	\$478,941,430	3.1%	\$489,955,400	2.3%
Cincinnati Public Schools	\$0	\$5,000,000	\$5,000,000	0.0%	\$5,000,000	0.0%
Cinti Human Relations Comm	332,370	440,710	444,480	0.9%	455,480	2.5%
Citizens Committee on Youth	943,080	897,110	904,790	0.9%	927,180	2.5%
Debt Service	102,408,350	108,483,570	121,311,650	11.8%	127,522,000	5.1%
Employee Benefits & Pensions	70,922,160	71,170,160	70,302,470	-1.2%	71,855,940	2.2%
General Fund Overhead	5,224,040	5,260,300	5,998,260	14.0%	6,146,690	2.5%
Non-Departmental Accounts	2,720,370	3,190,580	3,238,320	1.5%	3,310,100	2.2%
Reserve for Contingencies	1,000,000	1,159,490	1,350,000	16.4%	1,358,660	0.6%
TOTAL NON-DEPARTMENTAL	\$183,550,370	\$195,601,920	\$208,549,970	6.6%	\$216,576,050	3.8%
GRAND TOTAL	\$640,142,300	\$660,286,340	\$687,491,400	4.1%	\$706,531,450	2.8%

Note: The 2000 Budget previously included \$4.4 million in General Fund debt service for major capital projects. This amount reported as a capital investment transfer in the Six-Year Forecast. The 2000 Budget does not include \$1.2 million in General appropriations that are included in the Six-Year Forecast. Community Development Block Grant amounts cited above are on page 1.

¹Notwithstanding the \$3.2 million increase in job training grants, the change in the City Manager's Office from 2000 to 2001 decrease of 5.8%.

General Fund Budget Summary

Agency/Account	1999 Approved	2000 Approved	2001 Recommended	Change 2000 to 2001	2002 Recommended	Change 2000 to 2001
City Council	\$1,250,320	\$1,258,250	\$1,313,920	4.4%	\$1,497,910	14.0%
Office of the Mayor	190,130	190,780	192,990	1.2%	197,430	2.3%
Clerk of Council	758,850	991,110	758,720	-23.4%	1,281,770	68.9%
City Manager	6,346,190	5,083,990	4,529,010	-10.9%	4,626,870	2.2%
Buildings & Inspections	5,936,650	5,554,640	5,618,450	1.1%	5,678,640	1.1%
City Planning	1,595,680	1,587,060	1,211,700	-23.7%	1,228,140	1.4%
Economic Development	1,728,240	1,327,750	1,868,850	40.8%	2,091,860	11.9%
Finance	8,321,370	8,796,960	8,903,720	1.2%	9,155,070	2.8%
General Services	11,505,380	11,449,350	8,695,480	-24.1%	8,903,000	2.4%
Health	20,387,220	22,454,580	22,479,890	0.1%	22,968,520	2.2%
Law	4,097,740	4,078,200	4,215,860	3.4%	4,312,100	2.3%
Neighborhood Services	7,738,010	6,512,430	7,083,030	8.8%	7,201,630	1.7%
Parks	4,759,870	4,665,400	4,846,770	3.9%	5,004,490	3.3%
Personnel	2,374,680	2,083,100	2,261,690	8.6%	2,314,240	2.3%
Public Services		20,968,630	21,028,510	0.3%	21,526,040	2.4%
Public Works	21,842,710					
Recreation	14,322,600	14,544,650	14,560,480	0.1%	15,373,710	5.6%
Safety						
Fire	47,979,950	50,660,540	52,719,750	4.1%	53,923,290	2.3%
Police	76,466,750	77,650,940	80,386,210	3.5%	82,822,170	3.0%
Safety Director	628,690	591,980	598,800	1.2%	612,610	2.3%
Transportation and Eng.		1,869,630	1,903,310	1.8%	1,933,580	1.6%
TOTAL ALL DEPARTMENTS	\$238,231,030	\$242,319,970	\$245,177,140	1.2%	\$252,653,070	3.0%
Cincinnati Public Schools	\$0	\$5,000,000	\$5,000,000	0.0%	\$5,000,000	0.0%
Cinti Human Relations Comm	332,370	440,710	444,480	0.9%	455,480	2.5%
Citizens Committee on Youth	943,080	897,110	904,790	0.9%	927,180	2.5%
Debt Service	636,050	130,900	125,750	-3.9%	120,600	-4.1%
Employee Benefits & Pensions	52,495,710	53,065,680	53,109,140	0.1%	54,237,050	2.1%
Non-Departmental Accounts	2,343,400	2,403,770	2,414,340	0.4%	2,474,090	2.5%
Reserve for Contingencies	1,000,000	791,010	1,000,000	26.4%	1,000,000	0.0%
TOTAL NON-DEPARTMENTAL	\$57,750,610	\$62,729,180	\$62,998,500	0.4%	\$64,214,400	1.9%
GRAND TOTAL	\$295,981,640	\$305,049,150	\$308,175,640	1.0%	\$316,867,470	2.8%

Note: The 2000 Budget previously included \$4.4 million in General Fund debt service for major capital projects. This is reported as a capital investment transfer in the Six-Year Forecast. The 2000 Budget does not include \$1.2 million in General Fund appropriations that are included in the Six-Year Forecast and the 2001/2002 Operating Budget chart on page 1.

Staffing Plan

	General Fund				Other Funds				All Funds			
	1999	2000	2001	2002	1999	2000	2001	2002	1999	2000	2001	2002
City Council	25.0	25.0	28.0	28.0					25.0	25.0	28.0	28.0
Office of the Mayor	5.0	5.0	5.0	5.0					5.0	5.0	5.0	5.0
Clerk of Council	7.0	7.0	7.0	7.0					7.0	7.0	7.0	7.0
City Manager	46.2	49.2	52.1	52.1	19.0	17.7	15.8	15.8	65.2	66.9	67.9	67.9
Buildings & Inspections	118.1	115.1	111.1	110.1	1.9	0.9	0.9	0.9	120.0	116.0	112.0	111.0
City Planning	21.5	21.0	20.5	20.5	6.5	6.5	6.0	6.0	28.0	27.5	26.5	26.5
Economic Development	23.5	23.5	21.5	21.5					23.5	23.5	21.5	21.5
Finance	149.0	146.0	141.0	141.0	50.2	51.2	54.2	54.2	199.2	197.2	195.2	195.2
General Services	40.0	40.0	50.0	50.0	495.6	493.9	480.3	480.3	535.6	533.9	530.3	530.3
Health	377.9	385.2	374.6	374.6	171.4	165.4	166.0	166.0	549.3	550.6	540.6	540.6
Law	79.0	79.0	79.0	79.0	6.5	6.5	6.5	6.5	85.5	85.5	85.5	85.5
Neighborhood Services	20.6	21.6	20.5	20.5	27.2	26.9	26.0	25.0	47.8	48.5	46.5	45.5
Parks	116.3	118.3	114.3	114.3	43.8	43.8	43.8	43.8	160.1	162.1	158.1	158.1
Personnel	38.2	31.2	34.2	34.2	3.0	3.0	3.0	3.0	41.2	34.2	37.2	37.2
Public Services		317.5	326.5	326.5		242.9	220.9	220.9		560.4	547.4	547.4
Public Works	412.0				313.4				725.4			
Recreation	478.8	485.1	370.4	368.4	34.5	32.7	93.1	93.1	513.3	517.8	463.5	461.5
Safety												
Fire	837.0	842.5	842.5	842.5					837.0	842.5	842.5	842.5
Police	1,345.4	1,343.4	1,337.4	1,337.4			2.0	2.0	1,345.4	1,343.4	1,339.4	1,339.4
Safety Director	8.0	7.5	6.5	6.5					8.0	7.5	6.5	6.5
Sewers					750.0	769.0	753.0	752.0	750.0	769.0	753.0	752.0
Transportation and Eng.		96.0	93.0	92.0		70.0	71.0	71.0		166.0	164.0	163.0
Water Works					641.6	641.6	634.8	634.8	641.6	641.6	634.8	634.8
TOTAL	4,148.5	4,159.1	4,035.1	4,031.1	2,564.6	2,572.0	2,577.3	2,575.3	6,713.1	6,731.1	6,612.4	6,606.4
Police Sworn	1,000.0	1,000.0	1,000.0	1,000.0					1,000.0	1,000.0	1,000.0	1,000.0
Fire Sworn	787.0	787.0	787.0	787.0					787.0	787.0	787.0	787.0
Non-Sworn	2,361.5	2,372.1	2,248.1	2,244.1	2,564.6	2,572.0	2,577.3	2,575.3	4,926.1	4,944.1	4,825.4	4,819.4

CITY COUNCIL

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund	\$1,258,250	\$1,313,920	4.4%	\$1,497,910	14.0%
Restricted Funds	\$0	\$0	0.0%	\$0	0.0%
Total	\$1,258,250	\$1,313,920	4.4%	\$1,497,910	14.0%
Total With Employee Benefits	\$1,454,790	\$1,466,230	0.8%	\$1,777,840	21.3%
All Funds Staffing	25.0	28.0	3.0	28.0	0.0

Explanation of Budget Changes

The City Council's 2001 all funds departmental budget of \$1,313,920, not including employee benefits, is a 4.4% increase from the 2000 budget. The budget consists of \$462,010 in salaries for the Mayor, eight Councilmembers and \$805,760 for the eight Councilmember offices. After considering the budgeted wage and inflation increases, the budget change is primarily due to an incremental salary increase of \$30,000 for the nine elected officials pending approval of the Ohio Legislature to increase the salaries of Hamilton County Commissioners. A salary increase for County Commissioners will result in an increase for the Mayor and Councilmembers whose salary is established by law as 75% of the Commissioners salaries. The increase also reflects adjustments in personnel of \$8,200 for 1/12th of a salary for the new mayor's position, which will begin on December 1, 2001, as well as the salary for an additional councilmember and two staff members.

The 2002 budget of \$1,497,910, not including employee benefits, is a 14.0% increase from the 2001 budget. After considering the budgeted wage and inflation increases, the budget increase is primarily due to additional funding provided to establish and staff the office of the additional Councilmember in the amount of \$103,010. An increase of \$47,445 is also included to provide the additional funding needed for the Mayor's new salary of \$101,890.

Explanation of Staffing Changes

General Fund	3.0	Restricted Funds	0.0	All Funds	3.0
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The total recommended FTE is 28.0 for 2001 and 2002 which is an increase of 3.0 FTE over the 2000 budget. The increase in FTE is due the addition of 1.0 FTE Councilmember and 2.0 FTE office staff.

Office of The Mayor

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund	\$190,780	\$192,990	1.2%	\$197,430	2.3%
Restricted Funds					
Total	\$190,780	\$192,990	1.2%	\$197,430	2.3%
Total With Employee Benefits	\$223,260	\$225,470	1.0%	\$230,640	2.3%
All Funds Staffing	5.0	5.0	0.0	5.0	0.0

Explanation of Budget Changes

The Office of the Mayor's all funds 2001 departmental budget of \$192,990, not including employee benefits, is a 1.2% increase from the 2000 budget. The 2001 budget changes primarily by the budgeted wage and inflation increases. The 2002 budget changes primarily by the budgeted wage and inflation increases.

Explanation of Staffing Changes

General Fund	0.0	Restricted Funds	0.0	All Funds	0.0
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The total recommended FTE is 5.0 for 2001 and 2002 which is the same as the 2000 budget.

CLERK OF COUNCIL

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund	\$991,110	\$758,720	-23.4%	\$1,281,770	68.9%
Restricted Funds					
Total	\$991,110	\$758,720	-23.4%	\$1,281,770	68.9%
Total With Employee Benefits	\$1,058,970	\$827,240	-21.9%	\$1,351,840	63.4%
All Funds Staffing	7.0	7.0	0.0	7.0	0.0

Explanation of Budget Changes

The Office of the Clerk of Council's all funds 2001 departmental budget of \$758,720 not including employee benefits, is a 23.4% decrease from the 2000 budget. This decrease is primarily due to the City Council general election expense reduction of \$240,000 that is budgeted every other year. The 2002 budget is a 68.9% increase from the 2001 budget. After considering budgeted wage and inflation increases, this increase is due to the Board of Election expenses for the 2001 Mayor and City Council election. The Board of Elections is estimating that it will cost \$300,000 to fund the Mayor's Primary election in May 2001 and an additional cost estimate of \$250,000 for the City Council general election in November 2001 for a total estimate of \$550,000 in election expenses.

Explanation of Staffing Changes

General Fund	0.0	Restricted Funds	0.0	All Funds	0.0
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The total recommended FTE is 7.0 for 2001 and 2002 which is the same as the 2000 budget.

CITY MANAGER

Office of the City Manager

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund	\$1,302,290	\$1,372,440	5.4%	\$1,404,340	2.3%
Restricted Funds					
Total	\$1,302,290	\$1,372,440	5.4%	\$1,404,340	2.3%
Total With Employee Benefits	\$1,495,490	\$1,573,800	5.2%	\$1,610,000	2.3%
All Funds Staffing	13.0	13.0	0.0	13.0	0.0

Explanation of Budget Changes

The Office of the City Manager's all funds 2001 departmental budget of \$1,372,440, not including employee benefits, is a 5.4% increase from the 2000 budget. After considering the budgeted wage and inflation increases, the General Fund budget change is primarily due to an increase of \$88,050 for an Assistant to the City Manager position to assist the City Manager with development and empowerment zone initiatives. This increase is offset by reductions in both personnel and non-personnel totaling \$42,400. There is no increase in the division's FTE as the additional position is offset by the transfer of an Administrative Technician position to the Department of Public Services. Additional funds are also provided to continue the annual Volunteer Recognition Ceremony which recognizes citizens who volunteer their time to serve as board and committee members, as well as support city services. The 2002 budget changes primarily by the budgeted wage and inflation increases.

Explanation of Staffing Changes

General Fund	0.0	Restricted Funds	0.0	All Funds	0.0
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The total recommended FTE is 13.0 for 2001 and 2002 which is the same as the 2000 budget.

CITY MANAGER'S OFFICE
2001-2000 Performance Measures

Objective: To increase the percentage of citizens' awareness of the Cincinnati Neighborhood Action Strategy Concept.

Units of Measure	2001 Target	2002 Target
Citizen survey responses	20%	20%

Objective: To achieve 90% or more of the City's Performance targets each year.

Units of Measure	2001 Target	2002 Target
Mid-year and annual reviews of performance data submitted by departments	90%	90%

Objective: To achieve legislative priorities.

Units of Measure	2001 Target	2002 Target
Secure Empowerment Zone funding	As assigned	As assigned
Relocation of the Dalton Street Post Office	As assigned	As assigned
Generate funding for Riverfront projects	As assigned	As assigned

Contract Compliance and Administrative Hearings

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund	\$940,440	\$951,340	1.2%	\$973,240	2.3%
Restricted Funds	\$74,640	\$75,170	0.7%	\$76,880	2.3%
Total	\$1,015,080	\$1,026,510	1.1%	\$1,050,120	2.3%
Total With Employee Benefits	\$1,191,820	\$1,199,600	0.7%	\$1,227,110	2.3%
All Funds Staffing	17.2	16.2	-1.0	16.2	0.0

Explanation of Budget Changes

The Office of Contract Compliance and Administrative Hearings' all funds 2001 departmental budget of \$1,026,510, not including employee benefits, is a 1.1% increase from the 2000 budget. The 2001 budget changes primarily by the budgeted wage and inflation increases. The 2002 budget changes primarily by the budgeted wage and inflation increases.

Explanation of Staffing Changes

General Fund **(1.0)** **Restricted Funds** **0.0** **All Funds** **(1.0)**

The total recommended FTE is 16.2 for 2001 and 2002 which is a decrease of 1.0 FTE. The decrease is due to operating efficiencies.

CONTRACT COMPLIANCE AND ADMINISTRATIVE HEARINGS
2001-2000 Performance Measures

Objective: To increase purchasing volume (in dollars) awarded to Small Business Enterprises (SBE).

Units of Measure	2001 Target	2002 Target
The dollar amount of purchases awarded to SBEs divided by the total dollar amount of all purchases made by the central purchasing office and all other departments	10%	10%

Employment and Training Division

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund	\$1,483,000	\$686,240	-53.7%	\$697,950	1.7%
Restricted Funds	\$4,154,630	\$7,382,720	77.7%	\$7,564,870	2.5%
Total	\$5,637,630	\$8,068,960	43.1%	\$8,262,820	2.4%
Total With Employee Benefits	\$5,707,420	\$8,139,280	42.6%	\$8,333,670	2.4%
All Funds Staffing	5.7	5.7	0.0	5.7	0.0

Explanation of Budget Changes

The Employment and Training Division's all funds 2001 departmental budget of \$8,068,960, not including employee benefits, is a 43.1% increase from the 2000 budget. After considering the budgeted wage and inflation increases, the General Fund change is due to the reduction of \$75,000 from the Urban League African-American & Appalachian Males support contract, and the elimination of \$377,560 for the PREP Inc. Construction Workforce Development project (Fort Washington Way), \$150,000 for JTPA Closeout costs, \$175,000 for the Urban League SOAR/STRIVE program, and \$12,500 for the Youth Opportunity Grant support costs.

After considering the budgeted wage and inflation increases, there is a significant increase in Restricted Funds. The 2001 Restricted Funds budget of \$7,382,720 includes \$7,312,480, of which \$3,265,810 is Workforce Investment Act (WIA) funds and \$4,046,670 is Temporary Assistance to Needy Families (TANF) funds. This is a \$3,227,470 increase over the \$4,085,000 in Jobs Training Partnerships Act (JTPA) program funds received by the City in the 2000 approved budget. The JTPA program was terminated by Congress effective June 30, 2000 and replaced by the Workforce Investment Act.

The 2002 budget changes primarily by the budgeted wage and inflation increases; however, final WIA and TANF grant amounts for 2002 are not known at this time.

Explanation of Staffing Changes

General Fund	1.9	Restricted Funds	(1.9)	All Funds	(0.0)
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The total recommended FTE is 5.7 for 2001 and 2002 which is the same as the 2000 budget. The increase of 1.9 FTE in the General Fund is an adjustment to reflect the portion of the Employment & Training Division personnel operating expense that is supported by the General Fund.

EMPLOYMENT AND TRAINING DIVISION
2001-2001 Performance Measures

Objective: To meet and/or exceed the Workforce Investment Act performance standards in 2001. The 2001 targets meet the performance standards established by the U.S. Department of Labor and the State of Ohio.

Units of Measure	2001 Target	2002 Target
<i>Adult Customers (18 years and older)</i>		
Entered Employment Rate Percentage of adult customers who are not employed at registration and who have entered employment by the end of the first quarter after exiting the program	52.0%	54.4%
Employment Retention Rate Percentage of adult customers who are employed in the first quarter after exiting the program and who are still employed in the third quarter after exiting the program	61.6%	63.2%
Employment and Credential Rate Percentage of adult customers who received training services, who were employed in the first quarter after exiting the program and who received a credential by the end of the third quarter after exiting	48.0%	49.6%
<i>Dislocated Worker</i>		
Entered Employment Rate Percentage of dislocated worker customers who are not employed at registration and who have entered employment by the end of the first quarter after exiting the program	60.8%	62.4%
Employment Retention Rate Percentage of dislocated worker customers who are employed in the first quarter after exiting the program and who are still employed in the third quarter after exiting the program	67.2%	68.8%
Employment and Credential Rate Percentage of dislocated worker customers who received training services, who were employed in the first quarter after exiting the program and who received a credential by the end of the third quarter after exiting	48.0%	49.6%

<i>Older Youth (19 to 21 years)</i>	2001 Target	2002 Target
Entered Employment Rate Percentage of older youth customers who are not employed at registration, who are not enrolled in post secondary education or advanced training after exiting the program and who have entered employment by the end of the first quarter after exit	50.4%	52.0%
Employment Retention Rate at 6 Months Percentage of older youth customers who are employed in the first quarter after exiting the program, who are not in post secondary education or advanced training in the third quarter after exiting and who are employed in the third quarter after exit	57.6%	59.2%
Employment and Credential Rate Percentage of older youth customers who are in employment, post secondary education or advanced training in the first quarter after exiting and receiving a credential by the third quarter after exiting	40.0%	41.6%
<i>Younger Youth (14 – 18 years)</i>		
Skill Attainment Rate Percentage of in-school and out-of-school youth customers who are assessed to be in need of basic education, work readiness or occupational skills and who achieved skills in these areas	57.6%	59.2%
Diploma or Equivalent Rate Attainment Percentage of younger youth customers who register without a diploma or equivalent and who attain a secondary school diploma or equivalent by the end of the first quarter after exiting the program	44.0%	45.6%
Retention Rate Percentage of younger youth customers found in post secondary education, advanced training, employment, military service or qualified apprenticeship in the third quarter after exiting the program	40.0%	41.6%

Office of Environmental Management

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund	\$481,920	\$486,260	0.9%	\$497,820	2.4%
Restricted Funds	\$216,170	\$218,570	1.1%	\$223,610	2.3%
Total	\$698,090	\$704,830	1.0%	\$721,430	2.4%
Total With Employee Benefits	\$792,712	\$804,842	1.5%	\$823,703	2.3%
All Funds Staffing	15.0	15.0	0.0	15.0	0.0

Explanation of Budget Changes

The Office of Environmental Management's all funds 2001 departmental budget of \$704,830 not including employee benefits, is a 1.0% increase from the 2000 budget. The 2001 budget changes primarily by the budgeted wage and inflation increases. The 2002 budget changes primarily by the budgeted wage and inflation increases.

Explanation of Staffing Changes

General Fund	0.0	Restricted Funds	0.0	All Funds	0.0
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The total recommended FTE is 15.0 for 2001 and 2002 which is the same as the 2000 budget.

OFFICE OF ENVIRONMENTAL MANAGEMENT
2001-2000 Performance Measures

Objective: To achieve and sustain a lost time injury rate for city employees that is lower than the national general industry average.

Units of Measure	2001 Target	2002 Target
Lost time injuries/100 City employees	2.2	2.1
Lost time injuries/100 City employees, nationwide general industry average	3.1	3.1
Days lost to injury/100 City employees	85	85
Days lost due to injury/100 employees nationwide average for all industries	To be reported	To be reported

Objective: To improve air quality by 1) further determining the constituents of particulate and organic compound pollutants from industrial operations located in the City of Cincinnati, and 2) requiring reduction of these pollutants through enhanced implementation of the City's Air Quality Ordinance.

Units of Measure	2001 Target	2002 Target
Number of detailed sample analyses	20 sample analyses	30 sample analyses
Number of associated pollution plans	3 pollution plans	5 pollution plans

Objective: To increase the dissemination of environmental information to the public.

Units of Measure	2001 Target	2002 Target
Number of website hits	N/A	2001 Actual x 1.1

Internal Audit Division

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund	\$356,710	\$494,060	38.5%	\$505,320	2.3%
Restricted Funds					
Total	\$356,710	\$494,060	38.5%	\$505,320	2.3%
Total With Employee Benefits	\$426,640	\$587,360	37.7%	\$600,720	2.3%
All Funds Staffing	6.0	8.0	2.0	8.0	0.0

Explanation of Budget Changes

The Internal Audit Division's all funds 2001 departmental budget of \$494,060, not including employee benefits, is a 38.5% increase from the 2000 budget. After considering the budgeted wage and inflation increases, the budget change is primarily due to an increase of \$111,990 for the addition of two Senior Internal Auditor positions and associated non-personnel costs that were added in order to increase the number of citywide audits and monitoring of city contracts. The 2002 budget changes primarily by the budgeted wage and inflation increases.

Explanation of Staffing Changes

General Fund	2.0	Restricted Funds	0.0	All Funds	2.0
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The total recommended FTE is 8.0 for 2001 and 2002 which is an increase of 2.0 FTE from the 2000 budget. The increase is due to the addition of two Senior Internal Auditors for the purpose of increasing citywide audits and monitoring of contracts.

INTERNAL AUDIT DIVISION

2001-2000 Performance Measures

Objective: Maintain a systematic program of audits, reviews or evaluations of City programs, systems or functions for the purpose of improving accountability for performance, efficiency, and effectiveness of services and assuring compliance with applicable laws and regulations.

Units of Measure	2001 Target	2002 Target
Departments	5 years	5 years
Performance Measures	5 years	5 years

Objective: Promote adoption of appropriate management controls in City departments through training of its employees.

Units of Measure	2001 Target	2002 Target
Number of City supervisors, managers, and professionals trained	50	50
Number of work units performing assisted self-reviews	1	3

Objective: Assure timely compliance by City's subrecipients and other service providers with federal and city financial reporting and management control requirements.

Units of Measure	2001 Target	2002 Target
Onsite record reviews	15	15
Number of reviews of subrecipient/	100%	100%
Service provider financial reports	(est. 50)	(est. 50)

Office of Municipal Investigations

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund	\$532,550	\$538,670	1.1%	\$548,200	1.8%
Restricted Funds					
Total	\$532,550	\$538,670	1.1%	\$548,200	1.8%
Total With Employee Benefits	\$642,010	\$650,040	1.3%	\$661,530	1.8%
All Funds Staffing	10.0	10.0	0.0	10.0	0.0

Explanation of Budget Changes

The Office of Municipal Investigations' all funds 2001 departmental budget of \$538,670, not including employee benefits, is a 1.1% increase from the 2000 budget. The 2001 budget changes primarily by the budgeted wage and inflation increases. The 2002 budget changes primarily by the budgeted wage and inflation increases.

Explanation of Staffing Changes

General Fund	0.0	Restricted Funds	0.0	All Funds	0.0
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The total recommended is 10.0 FTE for 2001 and 2002 which is the same as the 2000 budget.

OFFICE OF MUNICIPAL INVESTIGATIONS
2001-2000 Performance Measures

Objective: To complete investigations of complaints, including final reports, in a timely manner.

Units of Measure	2001 Target	2002 Target
Investigations completed within 4 months after receipt of complaints	90 % of cases completed in 4 months after receipt	90% of cases completed in 4 months after receipt

DEPARTMENT OF BUILDINGS & INSPECTIONS

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund	\$5,554,640	\$5,618,450	1.1%	\$5,678,640	1.1%
Restricted Funds	\$40,360	\$40,860	1.2%	\$41,780	2.3%
Total	\$5,595,000	\$5,659,310	1.1%	\$5,720,420	1.1%
Total With Employee Benefits	\$6,692,600	\$6,768,270	1.1%	\$6,840,040	1.1%
All Funds Staffing	116.0	112.0	-4.0	111.0	-1.0

Explanation of Budget Changes

The Buildings & Inspection Department's all funds 2001 departmental budget of \$5,659,310, not including employee benefits, is a 1.1% increase from the 2000 budget. The 2001 budget changes primarily by the budgeted wage and inflation increases. The 2002 budget changes primarily by the budgeted wage and inflation increases and a reduction of \$68,510 due to the planned reorganization of the department's three divisions into two divisions and the retirement of one Assistant Director of Buildings & Inspections.

Explanation of Staffing Changes

General Fund	(4.0)	Restricted Funds	0.0	All Funds	(4.0)
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The total recommended FTE is 112.0 for 2001 which is a decrease of 4.0 FTE from the 2000 budget. The General Fund decrease is due to productivity and efficiency improvements. The FTE is 111.0 for 2002 which is a decrease of 1.0 FTE from the 2001 budget due to the anticipated retirement of one Assistant Director of Buildings & Inspections.

BUILDINGS & INSPECTIONS DEPARTMENT

2001-2002 Performance Measures

Objective: To provide service within two minutes for 70% of the permit counter customers.

Units of Measure	2001 Target	2002 Target
% of customers served within 2 minutes	70%	70%

Objective: To complete 90% of building code plan reviews of plan revisions within five working days except for projects exceeding \$2,000,000.

Units of Measure	2001 Target	2002 Target
# of reviews completed	1,500	1,500
# of reviews completed within five days	1,350	1,350
% of reviews completed in 5 days	90%	90%

Objective: To maintain a maximum review time of 10 working days for residential plans with 21 or fewer dwelling units.

Units of Measure	2001 Target	2002 Target
# of reviews	To be determined	To be determined
# of reviews in 10 days	To be determined	To be determined
% completed in 10 working days or less	100%	100%

Objective: To maintain a maximum review time of 15 working days for all other projects not exceeding \$1,000,000 in valuation.

Units of Measure	2001 Target	2002 Target
# of reviews	2,900	2,900
# of reviews completed in 15 days	To be determined	To be determined
% completed in 15 working days or less	90%	90%

Objective: To provide an initial response to complaints of residential structures within five working days of receipt.

Units of Measure	2001 Target	2002 Target
# of complaints	To be determined	To be determined
# of complaints responded to in 5 days	To be determined	To be determined
% of responses within 5 days	100%	100%

Objective: To assure compliance with the Cincinnati-Ohio Basic Building Code for all structural and mechanical components of new buildings and existing commercial buildings by providing inspections within two working days of request.

Units of Measure	2001 Target	2002 Target
# of Inspections	To be determined	To be determined
# of inspections completed in 2 days	To be determined	To be determined
% completed in 2 working days	85%	85%

Objective: To barricade open vacant buildings within 15 days of the completion of the required owners notification.

Units of Measure	2001 Target	2002Target
# of buildings found open	To be determined	To be determined
# of buildings barricaded within 15 days	To be determined	To be determined
% of buildings barricade within 15 days	100%	100%

DEPARTMENT OF CITY PLANNING

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund	\$1,587,060	\$1,211,700	-23.7%	\$1,228,140	1.4%
Restricted Funds	\$325,550	\$325,550	0.0%	\$332,940	2.3%
Total	\$1,912,610	\$1,537,250	-19.6%	\$1,561,080	1.6%
Total With Employee Benefits	\$2,212,550	\$1,830,060	-17.3%	\$1,858,310	1.5%
All Funds Staffing	27.5	26.5	-1.0	26.5	0.0

Explanation of Budget Changes

The City Planning Department's all funds 2001 departmental budget of \$1,537,250, not including employee benefits, is a 19.6% decrease from the 2000 budget. After considering the budgeted wage and inflation increases, the General Fund budget change is due to \$288,250 being transferred to the Department of Neighborhood Services for the administration of the Grassroots Learning Academy contract and a decrease of \$32,640 for the downgrading of three Senior City Planner positions to three City Planner positions. The 2001 Restricted Funds budget does not change from the approved 2000 level. The 2002 budget changes primarily by the budgeted wage and inflation increases.

Explanation of Staffing Changes

General Fund **(0.5)** **Restricted Funds** **(0.5)** **All Funds** **(1.0)**

The total recommended FTE is 26.5 for 2001 and 2002, which is a decrease of 1.0 FTE from the 2000 budget. This is due to the elimination of 0.5 FTE from the Community Development Block Grant Fund 304 to the General Fund and the elimination of 0.5 FTE from the General Fund.

CITY PLANNING DEPARTMENT
2001-2002 Performance Measures

Objective: To respond to neighborhood requests for planning services; to address community issues.

Units of Measure	2001 Target	2002 Target
Facilitate eight planning processes in collaboration with the other city departments, citizens, developers and the community stakeholders	4 Plans 100% Complete	4 Plans 100% Complete

Objective: To create a vision for the downtown community.

Units of Measure	2001 Target	2002 Target
Develop the 2020 Downtown Development Plan	75% complete	100% complete

Objective: To provide timely disposition of land use casework.

Units of Measure	2001 Target	2002 Target
Rewrite Zoning Code	New code complete by December 2001	New code supported by community and adopted by City Planning Commission and City Council by December 2002
Process land use casework in 60 days or less	100%	100%
Process zone change requests in 90 days	75%	100%

Objective: To conduct all historic preservation reviews in a timely manner.

Units of Measure	2001 Target	2002 Target
Process all federal and local historic reviews in 30 days or less	100%	100%

DEPARTMENT OF ECONOMIC DEVELOPMENT

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund	\$1,327,750	\$1,868,850	40.8%	\$2,091,860	11.9%
Restricted Funds	\$491,120	\$630,740	28.4%	\$645,660	2.4%
Total	\$1,818,870	\$2,499,590	37.4%	\$2,737,520	9.5%
Total With Employee Benefits	\$1,902,160	\$2,609,770	37.2%	\$2,850,060	9.2%
All Funds Staffing	23.5	21.5	-2.0	21.5	0.0

Explanation of Budget Changes

The Economic Development Department's all funds 2001 department budget of \$2,499,590, not including employee benefits, is a 37.4% increase from the 2000 budget. After considering the budgeted wage and inflation increases, the General Fund budget change is due to \$234,000 to fund the first year of a Forgivable Asset-Based Reverse Mortgage (FARM) agreement with Great American Financial Resources for job creation and retention, \$300,000 for the new Greater Cincinnati Port Authority, an additional \$72,000 for a total of \$91,000 for the second year of the Firststar FARM agreement, \$50,000 for the professional services contract with Chapman & Associates, \$12,000 for increased data processing costs, and \$15,000 in additional funding for the Greater Cincinnati African-American Chamber of Commerce. Increases in the 2001 recommended budget are offset by the elimination of one-time Council additions to the 2000 approved budget, such as the Kitchen Incubator (Food Ventures Center) for \$100,000, the New Prospect Development Corporation for \$30,000, and a reduction of \$50,000 for the city's support of the Riverfront Classic and Jamboree.

After considering the budgeted wage and inflation increases, there is a significant increase in Restricted Funds. The 2001 recommended budget includes the addition of \$209,000 in CDBG direct operating funds which were previously contained in a CDBG project account that was primarily providing administrative support. Increases are offset by the reduction of \$70,000 from the Findlay Market operating budget as a result of lower revenues during renovation of the Market House.

The 2002 budget is increased by 9.5% which is primarily due to budgeted wage and inflation increases, an addition of \$150,000 for the first year of the Delta Airlines FARM agreement and an additional \$50,000 for the Greater Cincinnati Port Authority.

Explanation of Staffing Changes

General Fund	(2.0)	Restricted Funds	(0.0)	All Funds	(2.0)
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The total recommended FTE is 21.5 for 2001 and 2002 which is a decrease of 2.0 FTE from the 2000 approved budget. This decrease of 2.0 FTE includes the elimination of a Clerk Typist 3 position and a Senior Development Officer due to operating efficiencies.

ECONOMIC DEVELOPMENT DEPARTMENT

2001-2002 Performance Measures

Objective: Facilitate the completion of loan products for small businesses such as Cincinnati Small Business loans, Small Business Administration loans, and Linked Deposit Program loans. Monitor performance on CSBLF and Linked Deposit Program loans and collect repayments on CSBLF loans.

Units of Measure	2001 Target	2002 Target
Small Business loans completed	17	20

Objective: Continue and complete prior year Neighborhood Business District (NBD) improvement projects and implement new NBD improvement projects, such as streetscapes and other public improvements, parking, awning and façade programs, and building redevelopment.

Units of Measure	2001 Target	2002 Target
New NBD projects implemented	14	10
NBD projects completed	14	9

Objective: Negotiate Enterprise Zone agreements, assist in project implementation and monitor EZ program results.

Units of Measure	2001 Target	2002 Target
Enterprise Zone agreements completed	12	12

Objective: Negotiate development agreements and assist in implementation for projects such as Delta, and Firststar, including the following types of assistance: Tax Increment Financing (TIF), Jobs Creation Tax Credit (JCTC) agreements, public improvement agreements, HUD 108 loans, HUD Float loans, Community Reinvestment Area (CRA) agreements, and Forgivable Asset-Based Reverse Mortgages (FARM) agreements.

Units of Measure	2001 Target	2002 Target
Development agreements completed	12	12

Objective: Identify, purchase and prepare sites for redevelopment such as US Postal Service, Corsica Hollow, and River Road Industrial Park.

Units of Measure	2001 Target	2002 Target
Acres prepared for development	15	15

Objective: Retain and/or create 3,000 jobs within the City of Cincinnati through the use of Department programs and assistance, including enterprise zone agreements, small business loan agreements, job creation and tax credit agreements, etc.

Units of Measure	2001 Target	2002 Target
Jobs retained and/or created	3,000	3,000

DEPARTMENT OF FINANCE

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund	\$8,806,960	\$8,903,720	1.1%	\$9,155,070	2.8%
Restricted Funds	\$2,647,850	\$1,939,290	-26.8%	\$2,015,570	3.9%
Total	\$11,454,810	\$10,843,010	-5.3%	\$11,170,640	3.0%
Total With Employee Benefits	\$12,840,075	\$12,246,050	-4.6%	\$12,594,607	2.8%
All Funds Staffing	197.2	195.2	-2.0	195.2	0.0

Explanation of Budget Changes

The Department of Finance's all funds 2001 departmental budget of \$12,246,050 not including employee benefits, is a 5.3% decrease from the 2000 budget. After considering the budgeted wage and inflation increases, the General Fund budget change is due to an increase of \$80,000 to conduct a modified Activity-Based Costing pilot program, a \$10,000 increase as result of a Fund 759/Fund 050 exchange with the Transportation and Engineering Department, and an \$80,000 decrease resulting from the reduction of 2.0 FTE. For the General Fund, the year 2002 budget changes primarily by the budgeted wage and inflation increases, a \$20,000 second year increase to develop the modified ABC Costing program, a \$12,400 increase in a consulting contract to provide an economic forecast, a \$50,000 one-time increase for consulting services to assist with the implementation of GASB 34 accounting standards, and a \$37,000 reduction in personnel costs resulting from the reclassification of a management position (downgrade from division 08 to division 00).

After considering the budgeted wage and inflation increases, the Restricted Funds budget change is primarily due to the following: the addition of \$10,000 to the Parking Facilities Fund in the Treasury Division for the purchase of a meter collection vehicle, the addition of \$28,400 in the CDBG Fund to cover the cost of a retirement lump sum payment, a decrease of \$70,000 in Fund 759 in the Division of Budget and Evaluation which is related to a Fund 759/Fund 050 exchange with the Transportation and Engineering Department, and a decrease of \$649,110 to transfer the Fund 759 amount from the Income Tax Division's budget to a General Overhead non-departmental account. This amount represents a service fee which the City receives for the collection of transit tax revenues. The year 2002 budget changes primarily by the budgeted wage and inflation increases, and a \$60,000 addition for consulting services to assist with the implementation of GASB 34 accounting standards.

Explanation of Staffing Changes

General Fund	(5.0)	Restricted Funds	3.0	All Funds	(2.0)
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The total recommended FTE is 195.2 for 2001 and 2002 which is a decrease of 2.0 FTE from the 2000 budget. The Director's Office eliminates an unfunded Technology Manager's position in the General Fund. In the Budget and Evaluation Division, 1.0 FTE is moved from Fund 759 to the General Fund, which reflects a shift of transportation related administrative responsibilities to the Transportation and Engineering Department. The Treasury Division transfers 3.0 FTE from the General Fund to the Bond Retirement Fund to align the funding source with work content. The Income Tax Division and the Purchasing Division each eliminate 1.0 FTE in the General Fund. The Risk Management Division adds 1.0 FTE in the Employee Safety Fund to establish a customer service function for employee benefit programs.

FINANCE DEPARTMENT **2001-2002 Performance Measures**

Objective: To improve the Finance Department's overall quality of customer service.

Units of Measure	2001 Target	2002 Target
Focus group survey	90% satisfaction	90% satisfaction

Objective: To implement new and improve existing procedures for the timely receipt of income tax revenue.

Units of Measure	2001 Target	2002 Target
Income tax receipts from special collection efforts	\$10 million	\$10.75 million

Objective: To obtain a return on investment of City funds equal to an index of the returns on two-year U.S. Treasuries and State Treasury Asset Reserve (STAR) of Ohio funds.

Units of Measure	2001 Target	2002 Target
Return on investment of City funds. (80% 2-year U.S. Treasury; 20% STAR Ohio)	Equal to rate of return on U.S. Treasuries and STAR Ohio	Equal to rate of return on U.S. Treasuries and STAR Ohio

Objective: To improve taxpayer satisfaction with Income Tax services. The unit of measure will be a survey of major taxpayers performed in 2001. The target for 2001: 80% of taxpayers surveyed will express satisfaction with overall Income Tax services.

Units of Measure	2001 Target	2002 Target
Survey of Major Taxpayers	80% satisfaction	80% Satisfaction

Objective: To maintain the City's high quality current general obligation bond rating and to establish high quality ratings for the Water System Debt and the Parking System Debt.

Units of Measure	2001 Target	2002 Target
Moody's Rating	Aa1	Aa1
S&P Rating	AA+	AA+
Water Works Rating	A1/A+	A1/A+
Parking System Rating	A1/A+	A1/A+

DEPARTMENT OF GENERAL SERVICES

Director's Office

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund					
Restricted Funds	\$220,140	\$228,190	3.7%	\$233,450	2.3%
Total	\$220,140	\$228,190	3.7%	\$233,450	2.3%
Total With Employee Benefits	\$257,030	\$266,710	3.8%	\$272,840	2.3%
All Funds Staffing	3.0	3.0	0.0	3.0	0.0

Explanation of Budget Changes

The Director's Office operating costs are budgeted in Fleet Services Fund 202 which is not reflected in the "All Funds Operating Budget Summary"; however, an overhead rate is charged to each division within the General Services Department to cover operating costs. The Director's Office all funds 2001 departmental budget of \$228,190, not including employee benefits, is a 3.7% increase from the 2000 budget. The 2001 budget changes primarily by the budgeted wage and inflation increases. The 2002 budget changes primarily by the budgeted wage and inflation increases.

Explanation of Staffing Changes

General Fund	0.0	Restricted Funds	0.0	All Funds	0.0
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The total recommended FTE is 3.0 for 2001 and 2002 which is the same as the 2000 budget. The 3.0 FTE in the Director's Office are combined with the Office of Cable Communications on the Staffing Plan.

Office of Cable Communications

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund					
Restricted Funds	\$665,690	\$523,400	-21.4%	\$481,510	-8.0%
Total	\$665,690	\$523,400	-21.4%	\$481,510	-8.0%
Total With Employee Benefits	\$736,220	\$594,520	-19.2%	\$554,240	-6.8%
All Funds Staffing	6.0	6.0	0.0	6.0	0.0

Explanation of Budget Changes

The Office of Cable Communications' all funds 2001 departmental budget of \$523,400, not including employee benefits, is a 21.4% decrease from the 2000 budget. After considering the budgeted wage and inflation increases, the budget change is primarily due to a one-time increase of \$17,000 for a performance evaluation of Time Warner Cable (as stipulated in the contract between the City and Time Warner Cable) and a one-time increase of \$36,000 for a new video streaming project (video streams use a computer modem to send video and audio signals to a personal computer), and a decrease of \$200,000 for the 2000 one-time funding for a new van. The 2002 budget changes primarily by budgeted wage and inflation increases and a decrease of \$53,000 in 2001 one-time costs mentioned above.

Explanation of Staffing Changes

General Fund	0.0	Restricted Funds	0.0	All Funds	0.0
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The total recommended FTE is 6.0 for 2001 and 2002 which is the same as the 2000 budget. On the Staffing Plan, the Office of Cable Communication's 6.0 FTE are combined with the 3.0 FTE in the Director's Office.

City Facility Management Division

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund	\$6,864,280	\$4,005,780	-41.6%	\$4,097,230	2.3%
Restricted Funds	\$1,431,470	\$1,425,600	-0.4%	\$1,439,680	1.0%
Total	\$8,295,750	\$5,431,380	-34.5%	\$5,536,910	1.9%
Total With Employee Benefits	\$8,758,250	\$5,932,420	-32.3%	\$6,069,090	2.3%
All Funds Staffing	54.0	63.0	9.0	63.0	0.0

Explanation of Budget Changes

The City Facility Management Division's all funds 2001 departmental budget of \$5,431,380, not including employee benefits, is a 34.5% decrease from the 2000 budget. After considering the budgeted wage and inflation increases, the General Fund budget change is primarily due to a decrease of \$3 million in support for capital improvements which has been restored in the Capital Budget. City Facility Management has added a new Building Reliability Maintenance Program, which will provide some preventive maintenance and repair services for the Parking Services Division. Funding for the new program will be reimbursed from Parking Services to City Facility Management. After considering the budgeted wage and inflation increases, the Restricted Funds budget change is primarily due to a decrease of \$19,250 for the mid-year elimination of one FTE. The 2002 budget changes primarily by the budgeted wage and inflation increases.

Explanation of Staffing Changes

General Fund	10.0	Restricted Funds	(1.0)	All Funds	9.0
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The total recommended FTE is 63.0 for 2001 and 2002 which is an increase of 9.0 FTE from the 2000 budget. This increase is due to an additional 11.0 FTE in the General Fund for the new Building Reliability Maintenance Program, offset by the reduction of one vacant painter position. In the Restricted Funds, one painter position is also eliminated.

CITY FACILITY MANAGEMENT DIVISION
2001-2000 Performance Measures

Objective: Continue progress on the \$45 million facility renovation program.

Units of Measure	2001 Target	2002 Target
Percentage of total projects completed or in progress (52% as of 10/00)	59%	63%

Objective: To maintain a rating of “Good” in Facility Management Evaluation Surveys. City customers will provide feedback on City Facility Management performance through Evaluation Surveys after work orders have been completed.

Units of Measure	2001 Target	2002 Target
Average grade in Facility Management Evaluation Surveys (1 is “dissatisfied” – 5 “Very Satisfied”)	4.0	5.0

Convention Center

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund					
Restricted Funds	\$5,241,120	\$4,840,500	-7.6%	\$4,955,140	2.4%
Total	\$5,241,120	\$4,840,500	-7.6%	\$4,955,140	2.4%
Total With Employee Benefits	\$5,935,790	\$5,537,210	-6.7%	\$5,667,580	2.4%
All Funds Staffing	90.8	86.4	-4.4	86.4	0.0

Explanation of Budget Changes

The Convention Center's all funds 2001 departmental budget of \$4,840,500, not including employee benefits, is a 7.6% decrease from the 2000 budget. After considering the budgeted wage and inflation increases, the budget change is primarily due to two one-time appropriations in 2000: 1) \$350,000 for a new energy management system, and 2) \$100,000 for roof repairs. The 2002 budget changes primarily by the budgeted wage and inflation increases.

Explanation of Staffing Changes

General Fund 0.0 Restricted Funds (4.4) All Funds (4.4)

The total recommended FTE is 86.4 for 2001 and 2002 which is a decrease of 4.4 from the 2000 budget. The decrease is due to operating efficiencies.

CONVENTION CENTER
2001-2002 Performance Measures

Objective: To provide a high quality of customer service resulting in a high degree of customer satisfaction by delivering customized Convention Center services in order to achieve a rating of “excellent” in Post Event Evaluation Surveys.

Units of Measure	2001 Target	2002 Target
Rating received in Convention Center Post Event Evaluation Surveys (5 is “Excellent”)	4.5	4.5

Fleet Services Division

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund					
Restricted Funds	\$9,451,640	\$11,176,880	18.3%	\$11,444,680	2.4%
Department Total	\$9,451,640	\$11,176,880	18.3%	\$11,444,680	2.4%
Debt Service	\$481,580	\$210,980	-56.2%	\$210,980	0.0%
Total With Employee Benefits	\$10,871,240	\$12,374,950	13.8%	\$12,665,040	2.3%
All Funds Staffing	86.0	86.0	0.0	86.0	0.0

Explanation of Budget Changes

The Fleet Services Division's operating costs are budgeted in the Fleet Services Fund 202, which is an internal service fund and is not reflected in the "All Funds Operating Budget Summary." Revenue is received from billing other departments for fuel and services, and these costs are in the budgets of other departments. The Fleet Services Division's all funds 2001 departmental budget of \$11,176,880, not including employee benefits, is an 18.3% increase from the 2000 budget. After considering the budgeted wage and inflation increases, the budget change is largely due to a 30% increase in the price of fuel. In 2000, Fleet Services charged other departments \$1.15 per gallon, and the budgeted price in 2001 is \$1.50 per gallon. Fleet Services pays a volume-based discounted price for fuel, plus debt service, taxes, delivery, and a system maintenance fee. The additional fuel allocation in 2001 is \$1.3 million. An increase of \$350,000 is also included for automotive parts to repair equipment in the Solid Waste and Fire Divisions, resulting from unexpected damage incurred while in operation. To help offset the rising cost of fuel, the Fleet Services Division's debt repayment schedule has been extended from four years to ten years, which has reduced the debt service budget 56%. The 2002 budget changes primarily by the budgeted wage and inflation increases.

Explanation of Staffing Changes

General Fund	0.0	Restricted Funds	0.0	All Funds	0.0
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The total recommended FTE is 86.0 for 2001 and 2002 which is the same as the 2000 budget. Since 1997, Fleet Services has reduced their FTE complement by four, due to productivity improvements.

FLEET SERVICES DIVISION
2001-2000 Performance Measures

Objective: Percentage of equipment available including spare equipment (100% of equipment represents operation at full capacity, including spares).

Units of Measure	2001 Target		2002 Target	
Percentage of equipment available including spare equipment (100% of equipment represents operation at full capacity including spares, which Fleet Services is required to maintain.)	Police Beat Cars	96%	Police Beat Cars	96%
	Fire Fighting Equipment	80%	Fire Fighting Equipment	2%
	Ambulances	82%	Ambulances	3%
	Solid Waste Equipment	93%	Solid Waste Equipment	3%
	Street Sweepers	65%	Street Sweepers	70%

General Aviation Division

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund					
Restricted Funds	\$1,212,140	\$1,296,610	7.0%	\$1,311,170	1.1%
Total	\$1,212,140	\$1,296,610	7.0%	\$1,311,170	1.1%
Total With Employee Benefits	\$1,389,350	\$1,481,880	6.7%	\$1,500,630	1.3%
All Funds Staffing	12.5	12.5	0.0	12.5	0.0

Explanation of Budget Changes

The General Aviation Division's all funds 2001 departmental budget of \$1,296,610, not including employee benefits, is a 7% increase from the 2000 budget. After considering the budgeted wage and inflation increases, the budget change is primarily due to an additional \$34,200 to purchase equipment, such as snow removal brooms, an increase of \$15,850 to purchase a new bush hog for cutting heavy turf, and an additional \$28,000 to support the Director's Office, which was mistakenly omitted from the 2000 operating budget. The 2002 budget changes primarily by the budgeted wage and inflation increases and a decrease of \$50,050 in 2001 one-time equipment items.

Explanation of Staffing Changes

General Fund	0.0	Restricted Funds	0.0	All Funds	0.0
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The total recommended FTE is 12.5 for 2001 and 2002 which is the same as the 2000 budget.

GENERAL AVIATION DIVISION
2001-2000 Performance Measures

Objective: Maintain a self-supporting airport that relies only upon user fees and federal grants.

Units of Measure	2001 Target	2002 Target
Percent of airport operations which is self-supporting	100%	100%

Objective: Maintain a safe and efficient operation by passing the FAA Part 139 Airport Certification/Safety Inspection with "0" findings.

Units of Measure	2001 Target	2002 Target
Number of FAA findings	0	0

Objective: Improve the balance between the airport and neighboring communities by providing noise abatement policies and procedures training to both pilots and the airport neighbors.

Units of Measure	2001 Target	2002 Target
Number of justifiable noise complaints	Less than 200	Less than 100

Parking Facilities Division

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund					
Restricted Funds	\$4,430,330	\$4,748,240	7.2%	\$4,861,220	2.4%
Department Total	\$4,430,330	\$4,748,240	7.2%	\$4,861,220	2.4%
Debt Service	\$770,000	\$720,250	-6.5%	\$720,250	0.0%
Total With Employee Benefits	\$5,897,790	\$6,091,530	3.3%	\$6,218,580	2.1%
All Funds Staffing	79.6	70.6	-9.0	70.6	0.0

Explanation of Budget Changes

The Parking Facilities Division's all funds 2001 departmental budget of \$4,748,240, not including employee benefits, is a 7.2% increase from the 2000 operating budget. After considering the budgeted wage and inflation increases, the 2001 budget changes primarily due to an increase of \$177,000 for costs associated with the new Third and Central Avenue parking lot (including four part-time parking attendant positions), and an increase of \$407,000 for the new Building Reliability Maintenance Program. These increases are partially offset by a decrease of \$312,000 in personnel savings, representing 11.0 FTE transferred to the City Facility Management Division for the Building Reliability Program (when employee benefits are factored in, there is no additional cost for the Building Reliability Maintenance Program.) Offered in partnership with the City Facility Management Division, this new program will transfer some preventive maintenance and repair services out of Parking Facilities to City Facility Management. The 2002 budget changes primarily by the budgeted wage and inflation increases.

Explanation of Staffing Changes

General Fund	0.0	Restricted Funds	(9.0)	All Funds	(9.0)
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The total recommended FTE is 70.6 for 2001 and 2002 which is a decrease of 9.0 FTE from the 2000 budget. The decrease is due to a transfer of 11.0 FTE to City Facility Management for the Building Reliability Maintenance Program, which is offset by an increase of 2.0 FTE for the new Third and Central Avenue parking lot.

PARKING FACILITIES DIVISION
2001-2000 Performance Measures

Objective: To increase the availability of visitor parking in the core Central Business District (CBD).

Units of Measure	2001 Target	2002 Target
Number of additional cars parked per day at Fountain Square Garage based upon 1999 usage	350	350

Regional Computer Center

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund	\$4,585,070	\$4,689,700	2.3%	\$4,805,770	2.5%
Restricted Funds	\$854,940	\$862,490	0.9%	\$883,400	2.4%
Total	\$5,440,010	\$5,552,190	2.1%	\$5,689,170	2.5%
Total With Employee Benefits	\$5,498,840	\$5,661,930	3.0%	\$5,801,500	2.5%
All Funds Staffing	202.0	202.8	0.8	202.8	0.0

Explanation of Budget Changes

The Regional Computer Center's all funds 2001 department budget of \$5,552,190 is a 2.1% increase from the 2000 budget. After considering the budgeted wage and inflation increases, the General Fund change is primarily due to an increase of \$115,370 for the Network Services Project which allows the Regional Computer Center to maintain basic network services such as the email system. This increase is partially offset by a decrease of \$50,000 for data processing which results from increased productivity and staff reorganization. The Restricted Funds budget changes primarily by the budgeted wage and inflation increases. The 2002 budget changes primarily by the budgeted wage and inflation increases.

Explanation of Staffing Changes

General Fund 0.0 Restricted Funds 0.75 All Funds 0.75

The total recommended FTE is 200.75 for 2001 and 2002 which is an increase of 0.75 FTE from the 2000 budget. In 2000, one FTE (Computer Systems Analyst) was added in the HAMCO section of the Regional Computer Center. Staff reorganization resulted in a reduction of 0.25 FTE, creating a net increase of 0.75 FTE for 2001.

REGIONAL COMPUTER CENTER

2001-2000 Performance Measures

Objective: To improve the responsiveness to customer trouble calls on RCC provided services.

Units of Measure	2001 Target	2002 Target
Percentage of telephone system trouble calls resolved within 8 hours	85%	90%

Objective: To maintain City, County and CLEAR wide area networks available at least 99.7% of the time.

Units of Measure	2001 Target	2002 Target
Availability of wide area networks	99.7%	99.7%

Objective: To improve the responsiveness of client help desk calls by resolving help desk calls in a timely manner.

Units of Measure	2001 Target	2002 Target
Percentage of help desk calls resolved	78% within 1 hour	80% within 1 hour
	90% within 8 hours	90% within 8 hours

DEPARTMENT OF HEALTH

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund	\$22,454,580	\$22,479,890	0.1%	\$22,968,520	2.2%
Restricted Funds	\$11,852,870	\$11,915,920	0.5%	\$12,196,010	2.4%
Total	\$34,307,450	\$34,395,810	0.3%	\$35,164,530	2.2%
Total With Employee Benefits	\$39,878,100	\$40,070,030	0.5%	\$40,960,320	2.2%
All Funds Staffing	550.6	540.6	-10.0	540.6	0.0

Explanation of Budget Changes

The Health Department's all funds 2001 department budget of \$34,395,810, not including employee benefits, is a 0.3% increase over the 2000 budget. After considering the budgeted wage and inflation increases, the General Fund budget changes primarily due to additional expenditures for lead risk assessment, previously funded through the Lead Abatement Program Grant from HUD. The Health Department will maintain a lead risk assessment program for children with a total budget of \$225,000. Funding for contract health centers increased by the budgeted inflation increases. Budget increases are offset by savings from the elimination of funding for the following pass-through contracts: Mental Health Association (\$10,000); Drug and Poison Information Center (\$75,000); Central Psychiatric Clinic (\$25,000); American Heart Association (\$50,000). Additionally, funding in 2001 for Day Care Licensing (\$65,000) and Nursing Home Inspection (\$110,800) have been eliminated because of a duplication of services at the state level. After considering budgeted wage and inflation increases, the Restricted Funds budget changes primarily due to an increase of \$240,000 for additional school nurses funded through the Empowerment Zone grant, an increase of \$44,000 in state Medicaid receipts for the state-funded Sexually Transmitted Disease Program, a decrease of \$274,000 due to the elimination of the Lead Abatement Grant from HUD, and a decrease of \$64,000 which is eliminated in the Federal Health Program Restricted Fund. In recent years, Medicaid receipts for primary health care have been declining due to an increasing number of uninsured patients at the health care centers. However, recent changes in eligibility requirements for coverage under CHIP (Children's Health Insurance Program) are expected to have a positive effect on Medicaid receipts in 2001. The 2002 budget changes primarily by the budgeted wage and inflation increases.

Explanation of Staffing Changes

General Fund	(10.6)	Restricted Funds	0.6	All Funds	(10.0)
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The total recommended FTE is 540.6 for 2001 and 2002, which is a decrease of 10.0 FTE from the 2000 budget. In the General Fund, eliminating the Nursing Home Inspection Program and the Day Care Licensing Program results in a decrease of 6.0 FTE; 2.0 FTE were added for the Lead Risk Assessment, and 6.6 FTE were deleted due to operating efficiencies, creating a net reduction in the General Fund of 10.6 FTE. In restricted funds, 4.6 FTE were added for the Empowerment Zone, but the net change is an additional 0.6 FTE do to the elimination of 4.0 FTE due to operating efficiencies.

HEALTH DEPARTMENT

2001-2000 Performance Measures

Objective: To provide primary care and dental health services to uninsured and underinsured City of Cincinnati residents.

Units of Measure	2001 Target	2002 Target
Medical services to unique users	45,000	45,000
Patient visits to Health Centers	110,000 visits	110,000 visits
Dental patient visits	26,000 visits	26,000 visits

Objective: To coordinate communicable disease reporting in Cincinnati and provide case management for all Class A reported diseases.

Units of Measure	2001 Target	2002 Target
Cases of Class A communicable diseases reported and entered into case management system	3,000	3,000

Objective: To provide childhood immunizations for all children who utilize Health Department clinics in order to assure compliance with recommended vaccines by age two.

Units of Measure	2001 Target	2002 Target
Pediatric patients ages 0-2 immunized by age two Compliance rate	3,500 90%	3,500 90%

Objective: To provide vision and hearing screenings, health assessments, medical referral, and follow up for children who attend 56 targeted Cincinnati Public Schools.

Units of Measure	2001 Target	2002 Target
Vision and hearing screenings for students	30,000	30,000
Medical referrals for school-aged children	4,000	4,000
Percent of referrals resolved or in process	75%	75%

Objective: To provide home health care services to uninsured and underinsured City of Cincinnati residents.

Units of Measure	2001 Target	2002 Target
Number of home health care users	4,100	4,100
Number of visits to home health users	30,000	30,000

Objective: To investigate and resolve citizen complaints concerning litter, solid waste disposal, insects, rodents and residential heating and plumbing.

Units of Measure	2001 Target	2002 Target
Citizen complaints investigated and resolved	12,000	12,000

Objective: To provide lead screening of children residing in high-risk neighborhoods with housing containing lead based paint and to provide nursing case management for children with elevated blood lead levels and environmental assessment of their homes to identify the source of the lead to the child.

Units of Measure	2001 Target	2002 Target
Blood lead level screenings	6,500 children	6,500 children
Case management and environmental follow up for elevated blood lead levels	300 children	300 children

DEPARTMENT OF LAW

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund	\$4,078,200	\$4,215,860	3.4%	\$4,312,100	2.3%
Restricted Funds	\$424,390	\$426,270	0.4%	\$436,030	2.3%
Total	\$4,502,590	\$4,642,130	3.1%	\$4,748,130	2.3%
Total With Employee Benefits	\$5,387,420	\$5,553,750	3.1%	\$5,679,900	2.3%
All Funds Staffing	85.5	85.5	0.0	85.5	0.0

Explanation of Budget Changes

The Department of Law's all funds 2001 departmental budget of \$4,642,130, not including employee benefits, is a 3.1% increase from the 2000 budget. After considering the budgeted wage and inflation increases, the General Fund budget change of \$91,576 is due to the need to keep pace with increasing salaries in a competitive labor market. The Restricted Funds 2001 departmental budget changes primarily by the budgeted wage and inflation increases. The 2002 budget changes primarily by the budgeted wage and inflation increases.

Explanation of Staffing Changes

General Fund	0.0	Restricted Funds	0.0	All Funds	0.0
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The total recommended FTE is 85.5 for 2001 and 2002 which is the same as the 2000 budget.

LAW DEPARTMENT

2001-2002 Performance Measures

Objective: To implement a program to electronically process Coordinated Reports.

Units of Measure	2001 Target	2002 Target
Percent of electronically processed Coordinated Reports	100%	100%

Objective: Electronically update the Cincinnati Municipal Code within two weeks of City Council approval.

Units of Measure	2001 Target	2002 Target
Percent of Cincinnati Municipal Code revisions electronically updated within two weeks of Council approval	100%	100%

Objective: To provide 24-hour availability of prosecution staff to the Police Division for legal advice and search warrant drafting services.

Units of Measure	2001 Target	2002 Target
Percent of hours per week prosecution staff is available to the Police Division for legal advice and search warrant drafting services	100%	100%

Objective: Provide current information on all city leases, which will enable staff to update current market value and maximize city's income.

Units of Measure	2001 Target	2002 Target
Percent of current recorded city leases	40%	80%

Objective: To provide access to the status of economic development and housing projects identified as viable projects by the city no later than the next working day after the request.

Units of Measure	2001 Target	2002 Target
Percent of requests for information on status of economic development or housing projects answered within next business day after request	98%	98%

DEPARTMENT OF NEIGHBORHOOD SERVICES

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund	\$6,512,430	\$7,083,030	8.8%	\$7,201,630	1.7%
Restricted Funds	\$736,820	\$646,920	-12.2%	\$627,850	-2.9%
Total	\$7,249,250	\$7,729,950	6.6%	\$7,829,480	1.3%
Total With Employee Benefits	\$7,494,270	\$7,974,080	6.4%	\$8,072,010	1.2%
All Funds Staffing	48.5	46.5	-2.0	45.5	-1.0

Explanation of Budget Changes

The Department of Neighborhood Services (DNS) all funds 2001 departmental budget of \$7,729,950, not including employee benefits, is a 6.6% increase from the 2000 budget. After considering the budgeted wage and inflation increases, the General Fund budget changes primarily due to the restoration of the Human Services Policy Amount to 1.5% of the expected General Fund Revenue, and the Arts Policy to 0.14% of the expected General Fund Revenue. In 2000 both policy amounts were held to the 1999 level. An additional increase in the amount of \$288,250 funds the transfer of the Grassroots Leadership Academy contract from the City Planning Department to DNS. These increases are partly offset by the elimination of an Administrative Specialist position and the elimination of the following additions made by City Council in 1999: \$100,000 for the Inner City Youth Program, \$100,000 for Artworks, \$30,000 for the Teen Art Council and \$690 for the Winton Place Youth Center. The 2001 Restricted Funds budget of \$646,920 is a 12.2% decrease from the 2000 budget. After considering the budgeted wage and inflation increases, the budget changes primarily due to a decrease of \$75,000 to reflect the actual cost of administering the Community Development Block Grant Program and a decrease of \$9,010 for the unreimbursed portion of a Senior Community Development Analyst position which was eliminated.

The 2002 budget changes primarily by the budgeted wage and inflationary increase, which is partly offset by the elimination of a Supervising Community Development Analyst position.

General Fund Arts Policy. \$447,230 is budgeted in 2001, which is 0.14% of the General Fund revenues in accordance with the City's Arts Policy.

General Fund Human Services Policy. The Human Services Policy funding is based on 1.5% of the General Fund revenues, which is \$4,791,720 in 2001. The Human Services Advisory Committee recommended human services contracts for 2001-2002 totaling \$4,211,045. The remaining amount of \$580,675 is for program administration. Programs include basic emergency intervention and treatment services along with services promoting self-care and the overall enhancement of the quality of life for program participants. A table citing Human Services Policy contracts for the 2001-2002 biennium starts on page 71.

Neighborhood Services (Cont'd)

CHRC and CCY Budgets. The Department administers the City's contracts with the Cincinnati Human Relations Commission and the Citizens' Committee on Youth which are listed in the non-departmental section of the "All Funds Operating Budget Summary."

The Cincinnati Human Relations Commission (CHRC) 2001 General Fund budget of \$444,480 reflects an inflationary increase over the 2000 budget. The Community Development Block Grant budget provides an additional \$70,550 in funding to CHRC in 2001 for continued funding of the Back-on-the-Block Program.

The Citizens' Committee on Youth (CCY) 2001 General Fund budget of \$904,790 reflects an inflationary increase over the 2000 budget. The Community Development Block Grant budget provides an additional \$1,007,000 in funding through the Department of Neighborhood Services to CCY in 2001 for continued funding of the Juvenile Delinquency Prevention Program and the It Takes a Village Parenting Program.

Explanation of Staffing Changes

General Fund	(1.1)	Restricted Funds	(0.9)	All Funds	(2.0)
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The total recommended FTE is 46.5 for 2001 which is a decrease of 2.0 FTE from the 2000 budget. The total recommended FTE is 45.5 for 2002 which is a decrease of 1.0 FTE from the 2001 budget. The 3.0 FTE total reduction for the biennium results from expected productivity improvements.

**2001-2002 General Fund
Human Services Policy Contracts**

Agency	Program	2000 Funding	2001 Funding Request	2002 Funding Request	HSAC or DNS Recommend. for 2001	HSAC or DNS Recommend. for 2002
Adolph Frazier Treatment Home for Youth	Adolph Frazier Program - Group home, transitional housing & supportive services for male youth at risk	40,000	40,000	40,000	40,000	40,000
Aids Volunteers of Cincinnati	AIDS Volunteers of Cincinnati	76,000	76,000	76,000	76,000	76,000
Beech Acres/General Protestant Orphan Home	Beech Acres Youth Program	-0-	42,568	42,568	42,500	42,500
Bethany House Services, Inc.	Emergency shelter and supportive services for women with children	77,500	81,375	84,446	81,000	81,000
Boys & Girls Clubs of Greater Cincinnati	Summer day program	-0-	50,000	50,000	50,000	50,000
Caracole, Inc.	SOPHIA Information Project	18,000	20,000	20,000	20,000	20,000
	Caracole House	12,500	12,500	12,500	12,500	12,500
	Caracole Recovery Community	12,500	12,500	12,500	12,500	12,500
Caring Place of Cincinnati, The	Emergency Assistance	-0-	15,214	15,214	10,000	10,000
	Joining Our Youth	20,000	38,615	38,615	30,000	30,000
Center for Comprehensive Alcoholism Treatment	Detoxification	285,000	296,400	306,256	293,550	293,550
Center for Peace Education	Violence prevention through peer mediation	37,000	45,000	45,000	38,500	38,500
Chabad House of Cincinnati	Emergency shelter and support services for families	\$30,000	30,900	31,900	30,900	30,900
	Chabad Supportive Living	-0-	10,200	10,616	10,200	10,200
Children's Home of Cincinnati, The	After school programs	-0-	20,000	20,000	20,000	20,000
Churches Active in Northside	Crisis Assistance Ministry	10,000	37,318	39,184	25,000	25,000

Agency	Program	2000 Funding	2001 Funding Request	2002 Funding Request	HSAC or DNS Recommend. for 2001	HSAC or DNS Recommend. for 2002
Cincinnati Area Senior Services, Inc.	Representative Payee	-0-	106,884	134,844	50,000	50,000
	Over-the-Rhine Senior Center	64,000	65,900	67,890	65,900*	65,900*
	Mt. Auburn Senior Center	50,000	51,500	53,045	51,500*	51,500*
Cincinnati Public Schools	Project Connect	30,000	31,500	33,075	30,000	30,000
Cincinnati Union Bethel	Anna Louise Inn - Emergency shelter and support services for recovering women	45,000	45,000	47,000	45,000	45,000
	Emergency Assistance	31,000	33,000	33,000	33,000	33,000
	We Can Win Prevention Program	-0-	23,000	23,000	23,000	23,000
Citizens=Committee on Youth, The	It Takes a Village	53,000	66,154	66,154	20,000	20,000
Coalition of Neighborhoods, Inc.	Positive Beginnings Teen Services	52,000	52,000	52,842	52,000	52,000
Comprehensive Community Child Care Organization, Inc. (4c)	Expanding Supply of Child Care	-0-	54,361	56,873	54,000	54,000
	Resource and Referral	138,037	111,583	116,725	110,000	110,000
	Child Care Financial Assistance	95,133	82,781	86,548	80,000	80,000
Council on Child Abuse of Southern Ohio	Protection of children from abuse	29,000	32,000	35,000	29,870*	29,870*
Crossroads Center, The	Adolescent prevention & treatment services	48,600	51,154	51,154	51,154	51,154
	Outpatient Adult Services: Substance abuse and mental illness (STOP & SAMI)	112,400	109,846	109,846	109,846	109,846
	Child development services	-0-	48,700	48,700	24,300	24,300
Dana Transitional Bridge Services, Inc.	Transitional housing & supportive services for adult males recovering from substance abuse	35,000	41,000	41,000	35,000	35,000

Agency	Program	2000 Funding	2001 Funding Request	2002 Funding Request	HSAC or DNS Recommend. for 2001	HSAC or DNS Recommend. for 2002
Disabled Helping Disabled Brown Bag Program, Inc.	Brown Bag Program	43,000	53,869	53,869	45,000	45,000
Dominican Community Services	Visions	35,000	37,000	39,000	37,000	37,000
Fernside, Inc.: Center for Grieving Children	Fernside Center	35,000	45,000	45,000	36,050*	36,050*
Free Store/Food Bank, Inc.	Client services	190,000	363,691	375,904	190,000	190,000
Future World Productions	Artistic training	27,000	50,000	50,000	27,000	27,000
Harvest Community Development Corporation	Harvest Food Pantry - emergency services	-0-	21,786	21,786	18,300	18,300
Healing Connections Associates, Inc.	Direct care services for disabled seniors	23,000	25,000	25,000	25,000	25,000
Hope Outreach Service	Early Childhood Development (Toddlers & Infants	-0-	78,975	78,975	40,000	40,000
House of Hope, Inc.	House of Hope - Transitional, affordable shelter & support services to homeless male & female substance abusers	41,800	110,142	113,548	50,500	50,500
House of Refuge Missions, Inc.	Transitional housing & support services for families	10,000	35,000	35,000	10,000	10,000
	Plaza Operations	30,000	50,000	50,000	50,000	50,000
Hyde Park Multi- Service Center for Older Adults	Adult Protective Services	-0-	19,912	20,708	19,000	19,000
Independent Living Options, Inc.	Independent living skills training	27,788	29,971	29,971	29,000	29,000
	Family life services	14,212	18,252	18,252	15,000	15,000
Inner City Health Care, Inc.	Indigent Care	40,000	115,410	115,410	40,000	40,000
	The Journey Begins Project	-0-	159,590	178,590	60,000	60,000
Inner City Youth Opportunities	Inner City Youth Opportunities	100,000	110,000	110,000	100,000	100,000

Agency	Program	2000 Funding	2001 Funding Request	2002 Funding Request	HSAC or DNS Recommend. for 2001	HSAC or DNS Recommend. for 2002
Interfaith Hospitality Network of Greater Cincinnati, Inc.	Emergency shelter and support services for individuals & families	25,000	26,926	28,003	23,000	23,000
Justice Watch	Justice Watch - Transitional housing and support services for homeless men coming out of incarceration	35,000	38,908	39,664	36,700	36,700
Lighthouse Youth Services, Inc.	Youth Crisis Center - shelter for youth with support services	25,000	50,000	50,000	25,000	25,000
	Transitional Living Program with support services for youth	25,000	50,000	50,000	25,000	25,000
	Career Connections	-0-	62,900	65,996	30,000	30,000
Literacy Network of Greater Cincinnati	Tutor training & coordination program	-0-	24,294	24,294	24,300	24,300
Madisonville Emergency Assistance Center	Emergency Services	31,700	85,000	89,250	30,000	30,000
Mallory Center for Community Development	Computer COP	25,000	26,250	27,562	25,000	25,000
	Substance Awareness Prevention Strategies	25,000	26,250	27,562	25,000	25,000
	Emergency food pantry	13,000	25,000	26,250	23,175	23,175
	Community Development	-0-	200,000	210,000	52,500	52,500
Mercy Connections	Emergency assistance for individuals and families to move from dependency/poverty to self-sufficiency	-0-	36,650	38,501	35,600	35,600
Mercy Franciscan Senior Health & Housing Services, Inc. (Dba Mercy Franciscan at St. John)	Young Fathers program	32,000	35,000	36,000	32,000	32,000
	Temporary Housing - Temporary shelter & support services for families	20,000	22,000	23,000	22,000	22,000
Northside Community School	Northside Community School	21,000	22,000	23,000	22,000	22,000
Public Allies Cincinnati	Leadership Development	-0-	56,900	78,743	50,000	50,000
Rainbow of Hope, Inc.	RHI Parenting Center	-0-	104,494	155,000	-0-	-0-

Agency	Program	2000 Funding	2001 Funding Request	2002 Funding Request	HSAC or DNS Recommend. for 2001	HSAC or DNS Recommend. for 2002
Santa Maria Community Services	Sedamsville Family Resource Center	62,000	76,031	76,031	70,000	70,000
(Sara-Irp) Spiritual Application for Recovering Addicts - Individual Recovery Plan	Substance abuse treatment	20,000	44,243	44,243	20,000	20,000
Services United for Mothers and Adolescents (SUMA)	West End Teen Parent Center	46,400	48,256	50,186	45,000	45,000
	Walnut Hills Teen Parent Center	13,600	14,144	14,710	14,000	14,000
	Primary Pregnancy Prevention	40,000	41,600	43,265	41,000	41,000
Society of St. Vincent De Paul, District Council of Cincinnati	Emergency Services	30,000	50,000	65,000	40,000	40,000
South Fairmount Community Center, The	Community outreach	-0-	27,500	27,500	25,000	25,000
	Youth programs	-0-	12,500	12,500	5,000	5,000
Talbert House	Victim Services Center	97,000	130,069	130,069	102,000	102,000
	281-CARE Crisis Center/AVOISE	56,500	23,431	23,431	23,400	23,400
	Halfway Houses (6) - Shelter for ex-offenders & counseling	15,500	15,500	15,500	15,500	15,500
Teen Response, Inc.	Youth Services	24,000	114,160	114,160	40,000	40,000
Tender Mercies, Inc.	Permanent housing	40,000	42,000	44,100	42,000	42,000
Tom Geiger Guest House, Inc.	Tom Geiger Guest House - Transitional Housing and Supportive Services for homeless & abused women & children	22,000	42,920	45,066	30,000	30,000
Transportation Resources & Information Project, Inc.	Transportation	-0-	550,000	300,000	25,000	25,000
Urban Appalachian Council	Family Strengthening Services	122,000	172,135	179,300	150,000	150,000

Agency	Program	2000 Funding	2001 Funding Request	2002 Funding Request	HSAC or DNS Recommend. for 2001	HSAC or DNS Recommend. for 2002
Urban League of Greater Cincinnati, Inc.	NULITES	19,000	25,000	25,000	25,000	25,000
Victory Neighborhood Services Agency, Inc.	The Discovery Club	-0-	106,820	-0-	60,000	30,000
Visiting Nurse Association, The	Homemaker/home health assistance program	40,000	45,000	50,000	42,000	42,000
Volunteers of America/Ohio River Valley	Central Parkway transitional housing	-0-	43,363	44,540	43,300	43,300
Winton Place Youth Committee	Winton Place Youth Center	22,040	22,000	22,000	22,000*	22,000*
Women Helping Women -- Hamilton County Rape Crisis Center, Inc.	Crisis intervention support and education	111,300	126,555	131,653	123,500	123,500
	Child sexual abuse awareness & date rape/dating violence prevention programs for youth	27,700	19,455	20,300	19,500	19,500
Young Men's Christian Association of Greater Cincinnati (YMCA)	Teen Center	-0-	150,000	-0-	50,000	25,000
YWCA of Greater Cincinnati	Battered Women's Shelter	140,000	169,546	178,023	147,000	147,000
	Amend Batterers Intervention	24,500	30,000	31,500	24,500	24,500
	Transitional Living Program	7,500	13,000	13,650	13,000	13,000
	Strong Girls/Healthy Girls	-0-	23,093	45,679	23,000	23,000
TOTAL		3,277,210	6,229,444	6,002,739	4,211,045	4,156,045

Note: Amounts listed under the HSAC or DNS Recommended columns which are followed by an asterisk (*) were not recommended by the Human Services Advisory Committee. These amounts are recommended by the Department of Neighborhood Services in response to a City Council Motion dated September 19, 2000 that organizations who received City funding in the 1999-2000 year under the Human Services Advisory policy be exempt for the 2001-2002 cycle from the new requirement relating to permanent location and also from new requirements making programs that provide services for seniors ineligible for funding.

NEIGHBORHOOD SERVICES DEPARTMENT

2001-2002 Performance Measures

Objective: To provide 2,600 units of housing assistance in the City of Cincinnati. A unit of housing assistance may be in the form of rehabilitation, infrastructure improvements, housing repairs, down payment assistance, facilitation of a loan, and other types of assistance for both rental and homeownership units. The unit of measure includes housing units and households.

Units of Measure	2001 Target	2002 Target
Number of housing units or households assisted	2,600	2,600

Objective: To provide financial assistance toward rehabilitation of 250 rental units for low-income households through Housing Round, Rental Rehabilitation Programs, and Special Projects.

Units of Measure	2001 Target	2002 Target
Number of rental units provided financial assistance for rehabilitation	250	250

Objective: To assist 60 families in becoming homeowners through the Down Payment Assistance program.

Units of Measure	2001 Target	2002 Target
Number of families assisted with Down Payment Assistance	60	60

Objective: To create 70 units of housing for ownership through the Homesteading, Housing Round, and Homeownership/Neighborhood Revitalization programs.

Units of Measure	2001 Target	2002 Target
Number of units for ownership created	70	70

DEPARTMENT OF PARKS

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund	\$4,665,400	\$4,846,770	3.9%	\$5,004,490	3.3%
Restricted Funds	\$2,945,170	\$2,908,580	-1.2%	\$2,977,380	2.4%
Total	\$7,610,570	\$7,755,350	1.9%	\$7,981,870	2.9%
Total With Employee Benefits	\$8,720,620	\$8,907,630	2.1%	\$9,160,340	2.8%
All Funds Staffing	162.1	158.1	-4.0	158.1	0.0

Explanation of Budget Changes

The Parks Department's all funds 2001 departmental budget of \$7,755,350, not including employee benefits, is a 1.9% increase from the 2000 budget. After considering the budgeted wage and inflation increases, the General Fund budget change of 3.9% is due to the restoration of funding for the Greenspace Management Program at \$95,080, increases for the new Theodore M. Berry International Friendship Park totaling \$46,670, and an increase of \$15,370 for higher fuel costs. These increases are partially offset by the elimination of a \$27,180 full-time position. After considering the budgeted wage and inflation increases, the Restricted Funds decrease of 1.2% compared to the 2000 Restricted Funds budget is due to a decrease of \$68,170 to the Parks Donations/Special Activities Fund (326) contractual services budget, a \$43,300 reduction to the Krohn Conservatory Fund (332) supplies budget, and a \$54,940 reduction to the Urban Forestry Fund (428) contractual services budget. These reductions are partially offset by an increase of \$112,515 to the Forestry Assessments Fund (792) expert services budget.

The 2002 budget changes primarily by the budgeted wage and inflation increases and a General Fund increase of \$45,100 for the restoration of the Greenspace Management program.

Explanation of Staffing Changes

General Fund	(4.0)	Restricted Funds	0.0	All Funds	(4.0)
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The total recommended FTE is 158.1 for 2001 and 2002 which is a decrease of 4.0 FTE from the 2000 budget. This 4.0 FTE decrease involves the elimination of 2.0 FTE full-time positions and 2.0 FTE part-time positions.

PARKS DEPARTMENT
2001-2002 Performance Measures

Objective: Customer Satisfaction - Provide an attractive, clean, safe and well-maintained park system.

Units of Measure	2001 Target	2002 Target
Citizen survey responses	80% of respondents satisfied or very satisfied	90% of respondents satisfied or very satisfied

Objective: Urban Forestry – Sustain and enhance the urban forest in an environmentally appropriate manner.

Units of Measure	2001 Target	2002 Target
Portion of street trees maintained	1/6 of all street trees maintained	1/6 of all street trees maintained

Objective: Customer Services: – Provide timely, quality customer service in response to citizen requests for service, facility reservations and special use permits.

Units of Measure	2001 Target	2002 Target
Track all citizen calls and requests, respond within 24 hours	100% response; 90% within 24 hours	100% response, 90% within 24 hours
Issue reservation/permit application forms within 24 hours; process applications within 5 days of receipt	90% forms sent within 24 hours; 90% of applications processed within 5 days	90% forms sent within 24 hours; 90% of applications processed within 5 days

DEPARTMENT OF PERSONNEL

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund	\$2,083,100	\$2,261,690	8.6%	\$2,314,240	2.3%
Restricted Funds	\$147,390	\$149,190	1.2%	\$152,560	2.3%
Total	\$2,230,490	\$2,410,880	8.1%	\$2,466,800	2.3%
Total With Employee Benefits	\$2,575,280	\$2,792,000	8.4%	\$2,856,530	2.3%
All Funds Staffing	34.2	37.2	3.0	37.2	0.0

Explanation of Budget Changes

The Personnel Department's all funds 2001 departmental budget of \$2,410,880, not including employee benefits, is an 8.1% increase from the 2000 budget. After considering the budgeted wage and inflation increases, the General Fund budget change is due to \$155,180 for 3.0 FTE added by the City Council adopted Motion 200000269 (dated February 9, 2000) to establish the Office of Employee Relations to address non-EEO employee concerns. The 2001 Restricted Funds budget changes primarily by the budgeted wage and inflation increases. The 2002 budget changes primarily by the budgeted wage and inflation increases.

Explanation of Staffing Changes

General Fund	3.0	Restricted Funds	0.0	All Funds	3.0
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The total recommended FTE is 37.2 for 2001 and 2002, which is an increase of 3.0 FTE from the 2000 budget due to the addition of a Supervising Human Resource Analyst, Senior Human Resource Analyst, and Administrative Technician to staff the Office of Employee Relations.

PERSONNEL DEPARTMENT
2001-2002 Performance Measures

Objective: To assist employees to receive training using alternative delivery methods.

Units of Measure	2001 Target	2002 Target
Number of employees receiving substance abuse training via alternate delivery (e.g., I-Net or videotape)	400 employees	400 employees
Percentage of new employees receiving performance appraisal training before the completion of their first year of service	100%	100%
Number of CHRIS training modules available on employees' desktop computers.	5 HR-related modules available for training via PC	5 HR-related modules available for training via PC

Objective: To assist departments in ensuring that they meet the City Council-mandated 30 hours of training per employee.

Units of Measure	2001 Target	2002 Target
Number of agencies for which assistance is provided (in the form of reports) to ensure their employees satisfy the 30 hours of training requirement	5 agencies	5 agencies

Objective: To assist departments in filling vacant positions with qualified and diverse employees in a timely manner.

Units of Measure	2001 Target	2002 Target
Percentage of appointed applicants that pass probation as an indicator that they have been determined to be qualified by employing unit	90%	90%
Number of open-to-the-public and exceptional appointment selection processes that result in the ability to make an appointment that enhances the diversity of the City's workforce	20	20

Objective: To provide fair and objective analysis and resolutions where possible for employees who experience problems in the workplace other than civil service, equal employment opportunity or labor relations problems.

Units of Measure	2001 Target	2002 Target
Percentage of complaints for which a resolution is identified and recommended/implemented with the parties involved	75%	75%

PUBLIC SERVICES DEPARTMENT

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund	\$20,968,630	\$21,028,510	0.3%	\$21,526,040	2.4%
Restricted Funds	\$13,437,310	\$14,201,270	5.7%	\$14,536,110	2.4%
Total	\$34,405,940	\$35,229,780	2.4%	\$36,062,150	2.4%
Total With Employee Benefits	\$38,821,040	\$39,704,450	2.3%	\$40,636,990	2.3%
All Funds Staffing	560.4	547.4	-13.0	547.4	0.0

Explanation of Budget Changes

The Public Services Department's all funds 2001 departmental budget of \$35,229,780, not including employee benefits, is a 2.4% increase from the 2000 budget. After considering the budgeted wage and inflation increases, the General Fund change is due to \$150,000 in savings generated by a departmental reorganization which compressed the operations of four divisions into three: the Director's Office, the Division of Traffic and Road Operations, and the Division of Neighborhood Operations. The combining of like functions within these new Divisions reduced the need for three management positions: Public Works Superintendent, Fleet Services Supervisor, and Traffic Services Supervisor. Also in the General Fund, the addition of \$62,110 for an increase in fuel prices and the addition of \$37,400 for an Administrative Technician in the Customer Services section is offset by a decrease of \$107,230 due to the elimination of six vacant positions. After considering the budgeted wage and inflation increases, the 2001 Restricted Funds budget change is due to the addition of \$250,000 to fund more crack and slurry seal work, \$176,740 for additional maintenance needed as a result of Ft. Washington Way improvements, \$111,050 for an increase in fuel prices, and the addition of \$308,140 to address inadequate overtime funding, unrealistic position vacancy allowance levels, and reduced service levels represented by shifting of positions to capital projects. These increases are partially offset by a decrease of \$165,580 due to the elimination of six vacant positions. The 2002 budget changes primarily by the budgeted wage and inflation increases.

Explanation of Staffing Changes

General Fund	9.0	Restricted Funds	(22.0)	All Funds	(13.0)
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The total recommended FTE is 547.4 for 2001 and 2002 which is a decrease of 13.0 FTE from the 2000 budget. The net increase of 9.0 FTE in the General Fund is primarily due to the transfer of 16.0 FTE to the General Fund from various restricted Funds as part of the reorganization of the department. The transfer is to ensure that personnel that spend a significant portion of their time engaged in General Fund activities are not paid out of Funds restricted to non-General Fund activities. These additions are offset by the reduction of three management positions explained above as well as the elimination of various other vacant positions. The decrease of 22.0 FTE in the restricted Funds is due to the transfer of 16.0 FTE to the General Fund as well as the elimination of six vacant positions made possible by increased operating efficiencies.

PUBLIC SERVICES DEPARTMENT
2001-2002 Performance Measures

Traffic and Road Operations Division

Objective: To provide timely repair of hazardous potholes.

Unit of Measure	2001 Target	2002 Target
Percent of repairs of hazardous potholes made within 48 hours from the time of notice	90%	90%

Objective: To provide timely snow removal service.

Unit of Measure	2001 Target	2002 Target
Percentage of streets cleared within 24 hours after the end of level 2 and 3 storms	95%	95%

Objective: To optimize traffic control and decrease travel time.

Unit of Measure	2001 Target	2002 Target
Percentage reduction in travel time for 5 different routes. Trained observers will measure drive time before and after improvements	10% reduction in drive time	10% reduction in drive time

Neighborhood Operations Division

Objective: To maintain clean and aesthetically pleasing rights of way and green space.

Unit of Measure	2001 Target	2002 Target
Trained observer ratings from 1 to 4: 1 – no litter, 2 – slightly littered, 3 – littered, 4 – extremely littered, for herbicide spray, green space, litter, and vacant lot	90% of scored observations will achieve a Quality rating of 1 or 2	90% of scored observations will achieve a Quality rating of 1 or 2

Objective: To provide timely removal of graffiti.

Unit of Measure	2001 Target	2002 Target
Percentage of service requests resolved within 48 hours from the time the property is accessible	85%	85%

Objective: To provide effective Cincinnati Business District corner can and cleaning programs.

Unit of Measure	2001 Target	2002 Target
Trained observer ratings from 1 to 4: 1 – no litter, 2 – slightly littered, 3 – littered, 4 – extremely littered	At least 90% of scored observations will achieve a Quality rating of 1 or 2	At least 90% of scored observations will achieve a Quality rating of 1 or 2

Objective: To provide cost-effective solid waste collection and disposal service.

Unit of Measure	2001 Target	2002 Target
Annual refuse collection cost per account	Maintain costs at or below the annual inflation and national average	Maintain costs at or below the annual inflation and national average

The City of Cincinnati 1999 cost per account was \$42.86.

Objective: To provide clean and well-maintained neighborhoods.

Unit of Measure	2001 Target	2002 Target
Trained observer ratings from 1 to 4: 1 – no litter, 2 – slightly littered, 3 – littered, 4 – extremely littered after the Neighborhood Improvement Program (NIP) services area	At least 90% of scored observation will achieve a Quality rating of 1 after NIP service	At least 90% of scored observation will achieve a Quality rating of 1 after NIP service

DEPARTMENT OF RECREATION

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund	\$14,544,650	\$14,560,480	0.1%	\$15,373,710	5.6%
Restricted Funds	\$9,163,060	\$9,490,300	3.6%	\$9,720,110	2.4%
Department Total	\$23,707,710	\$24,050,780	1.4%	\$25,093,820	4.3%
Debt Service	\$688,340	\$667,580	-3.0%	\$667,580	0.0%
Total With Employee Benefits	\$27,139,590	\$27,484,950	1.3%	\$28,600,350	4.1%
All Funds Staffing	517.8	463.5	-54.3	461.5	-2.0

Explanation of Budget Changes

The Department of Recreation's all funds 2001 departmental budget of \$24,050,780, not including employee benefits, is a 1.4% increase from the 2000 budget. After considering the budgeted wage and inflation increases, the General Fund budget decrease is primarily due to a reduction of operating funds totaling \$155,000 for the new College Hill Community Center and a reduction of \$22,410 for the new Madisonville Community Center; the elimination of two full-time positions, which reduces the General Fund budget by \$37,950; a reduction to the petroleum products budget of \$13,580; and a reduction of \$65,000 for Recreation's portion of the City-wide Curfew Program. Funding is maintained in the Safety Department's budget to allow the program to operate on a limited basis. The 2001/2002 budget supports a program where Recreation centers would only be open during anticipated peak service periods. These reductions are partially offset by an increase of \$80,240 to support the Playground Initiative. The operating expenses for the College Hill and Madisonville Community Centers have been deferred until 2002 to coincide with the opening of these two community centers. After considering the budgeted wage and inflation increases, the Restricted Funds increase of 3.6% compared to the 2000 Restricted Funds budget is related to an increase of \$200,000 to the Municipal Golf Fund budget for horticultural supplies, pesticides, chemicals and equipment repair.

The 2002 departmental budget of \$25,093,820, not including employee benefits, is a 4.3% increase from the 2001 budget. After considering the budgeted wage and inflation increases for 2002, the General Fund budget increase is due to the addition of operating costs for the new Madisonville Community Center totaling \$185,660 and operating costs for the new College Hill Community Center totaling \$445,580. These increases are offset by a reduction of \$153,440 for the elimination of three full-time positions. The 2002 budget changes primarily by the budgeted wage and inflation increases.

Explanation of Staffing Changes

General Fund	(114.7)	Restricted Funds	60.4	All Funds	(54.3)
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The total recommended FTE is 463.5 for 2001 which is a 54.3 reduction from the 2000 budget. The General Fund decreases by 114.7 FTE which includes a shift of 62.4 FTE from the General Fund to the Recreation Specials Activities Fund (323) in order to align these part-time positions with their actual

funding source; the reduction of full-time position; and the elimination of available part-time hours which equates to 51.3 FTE. The elimination of part-time hours reflects reductions in Recreation's part-time personnel budget and increases in entry-level salary ranges which reduces the amount of hours available for part-time positions. These part-time FTE reductions do not impact filled positions or current program services. The Restricted Funds FTE increases by 604. Compared to 2000. The shift of 62.4 part-time FTE from the General Fund to the Recreation Special Activities Fund is offset by a reduction of two full-time positions in the Sawyer Point Fund (318). For 2002, the total recommended FTE is 461.5 which is a reduction 2.0 FTE compared to the 2001 FTE level of 463.5. This reduction involves the elimination of two full-time positions.

RECREATION DEPARTMENT

2001-2002 Performance Measures

Objective: Provide both quality and affordable before and after-school care programs for youth and teens citywide.

Units of Measure	2001 Target	2002 Target
Parents participant survey responses	80% of respondents satisfied or very satisfied	90% of respondents satisfied or very satisfied

Objective: To offer clean, safe and well-maintained facilities for public use.

Units of Measure	2001 Target	2002 Target
Establish evaluation standards to be utilized by supervisors to rate maintenance of facilities	Meet 80% of maintenance standards identified by supervisor's evaluations on a monthly basis	Meet 85% of maintenance standards identified by supervisor's evaluations on a monthly basis

Objective: To expand participation of teen programming within community center activities and citywide teen social events.

Units of Measure	2001 Target	2002 Target
Number of Community Center Teen programs	Establish 15 community center teen programs	Establish 20 community center teen programs
Number of Community Centers participating in citywide teen social events	15 Community Centers providing citywide teen social events	20 Community Centers providing citywide teen social events
Program participant evaluations	80% of respondents satisfied or very satisfied	90% of respondents satisfied or very satisfied

Objective: To expand Computer Lab programs for youth, teen and adults in recreation centers.

Units of Measure	2001 Target	2002 Target
Number of computer lab programs in recreation centers	Expand computer lab programs in recreation centers by 1 throughout the City	Expand computer lab programs in recreation centers by 2 throughout the City
Program participant evaluations	80% of respondents satisfied or very satisfied	90% of respondents satisfied or very satisfied

Objective: To expand playground safety team inspection program citywide.

Units of Measure	2001 Target	2002 Target
Number of weekly inspections	Two site inspections per week	Two site inspections per week

DEPARTMENT OF SAFETY

Safety Director's Office

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund	\$591,980	\$598,800	1.2%	\$612,610	2.3%
Restricted Funds					
Total	\$591,980	\$598,800	1.2%	\$612,610	2.3%
Total With Employee Benefits	\$687,900	\$692,670	0.7%	\$708,590	2.3%
All Funds Staffing	7.5	6.5	-1.0	6.5	0.0

Explanation of Budget Changes

The Safety Director's Office all funds 2001 departmental budget of \$598,800, not including employee benefits, is a 1.2% increase from the 2000 budget. After considering the wage and inflation increases, the General Fund budget reflects the reduction of 1.0 FTE. The 2002 budget changes by the budgeted wage and inflation increases.

Explanation of Staffing Changes

General Fund	(1.0)	Restricted Funds	0.0	All Funds	(1.0)
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The total recommended FTE is 6.5 for 2001 and 2002 which is a decrease of 1.0 FTE from the 2000 budget. A Clerk Typist 3 was eliminated due to operating efficiencies.

Fire Division

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund	\$50,660,540	\$52,719,750	4.1%	\$53,923,290	2.3%
Restricted Funds					
Total	\$50,660,540	\$52,719,750	4.1%	\$53,923,290	2.3%
Total With Employee Benefits	\$68,340,400	\$70,971,070	3.8%	\$72,585,390	2.3%
All Funds Staffing	842.5	842.5	0.0	842.5	0.0

Explanation of Budget Changes

The Fire Division's all funds 2001 departmental budget of \$52,719,750, not including employee benefits, is a 4.1% increase from the 2000 budget. After considering the budgeted wage and inflation increases, the General Fund budget change is primarily due to the addition of \$437,860 for increased fleet charges, the addition of \$120,000 for cost increases in the Medical Director contract related to the City's EMS program, and the addition of \$139,190 which reflects a change in sworn staffing costs. The 2002 budget changes by the budgeted wage and inflation increases and the budgeted sworn staffing levels.

Explanation of Staffing Changes

General Fund	0.0	Restricted Funds	0.0	All Funds	0.0
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The total recommended FTE is 842.5 for 2001 and 2002, which is the same as the 2000 budget.

FIRE DIVISION

2001-2002 Performance Measures

Objective: Reduce the number of destructive fires in Cincinnati through education of the public and increased code enforcement.

Units of Measure	2001 Target	2002 Target
Percentage of homes found, during routine inspections and emergency runs, to have working smoke detectors	70%	75%

Units of Measure	2001 Target	2002 Target
The number of fire code inspections and building plans reviews by Fire Prevention and Education Bureau personnel	4,725	4,960

Units of Measure	2001 Target	2002 Target
The number of fire prevention inspections by fire companies	45,000	48,000

Units of Measure	2001 Target	2002 Target
The number of school children educated to the dangers of fire through the Fire Safety House program	7,500	10,000

Units of Measure	2001 Target	2002 Target
Rate of conviction of suspected arsonists	90%	93%

Objective: Maintain an effective level of fire protection to all citizens of Cincinnati by arriving at the scene of emergencies quickly.

Units of Measure	2001 Target	2002 Target
Percentage of fire and rescue incidents responded to in 5 minutes or less from dispatch to arrival	78%	83%

Units of Measure	2001 Target	2002 Target
Percentage of fire requests, from call received to dispatch, with processing times of less than 50 seconds	55%	60%

Objective: Maintain an effective level of emergency medical service to the citizens of Cincinnati by arriving at the scene of service requests quickly.

Units of Measure	2001 Target	2002 Target
Percentage of Advanced Life Support (ALS) runs responded to within 8 minutes or less	62%	70%

Units of Measure	2001 Target	2002 Target
Percentage of Basic Life Support (BLS) runs responded to within 5 minutes or less	70%	75%

Units of Measure	2001 Target	2002 Target
Percentage of medical calls, from call received to dispatch, with processing times of less than 90 seconds	55%	65%

Police Division

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund	\$77,650,940	\$80,386,210	3.5%	\$82,822,170	3.0%
Restricted Funds	\$1,518,830	\$1,901,400	25.2%	\$1,948,270	2.5%
Total	\$79,169,770	\$82,287,610	3.9%	\$84,770,440	3.0%
Total With Employee Benefits	\$100,839,030	\$104,725,010	3.9%	\$107,918,640	3.0%
All Funds Staffing	1,343.4	1,339.4	-4.0	1,339.4	0.0

Explanation of Budget Changes

The Police Division's all funds 2001 departmental budget of \$82,287,610, not including employee benefits, is a 3.9% increase from the 2000 budget. After considering the budgeted wage and inflation increases, the General Fund budget change is primarily due to the addition of \$108,840 for increased fuel rates, the addition of \$173,190 which reflects a change in sworn staffing costs, and the reduction of \$226,730 for the elimination of non-sworn positions. After considering the budgeted wage and inflation increases, the Restricted Funds budget increase is due to the addition of \$91,200 in the Cable Communications Fund for two Radio Operator Technician positions and an increase of \$290,100 in the special revenue funds for new non-recurring expenses.

The Police Division's all funds 2002 budget of \$84,770,440, not including employee benefits, is a 3.0% increase from the 2001 budget. The 2002 General Fund budget changes by the budgeted wage and inflation increases and the budgeted sworn staffing levels. The 2002 Restricted Funds budget changes by the budgeted wage and inflation increases.

Explanation of Staffing Changes

General Fund **(6.0)** **Restricted Funds** **2.0** **All Funds** **(4.0)**

The total recommended FTE is 1,339.4 for 2001 and 2002 which is a net decrease of 4.0 FTE from the 2000 budget. Six non-sworn positions were eliminated from the General Fund budget due to operating efficiencies. The Cable Communications Fund increased by 2.0 FTE due to increased radio repairs related to the citywide communication system and other electronic equipment.

POLICE DIVISION
2001-2002 Performance Measures

Objective: Decrease the number of “hot spots” by 10% for 2001 and 2002. “Hot spots” are specific crime and geographic areas needing the most attention, identified through CINSITE, a report developed to track and monitor calls for service relating to crime, disorder, drugs and Part I offenses. Those areas in the top 50, out of the 506 reporting areas, in all four indices, are identified as a “hot spot”.

Units of Measure	2001 Target	2002 Target
Number of “hot spots” in CINSITE	10% decrease over 2000	10% decrease over 2001

Objective: Decrease number of citizen complaints by 3% for 2001 and 2002.

Units of Measure	2001 Target	2002 Target
Number of citizen complaints received	3% decrease over 2000	3% decrease over 2001

Objective: Increase DUI arrests (number of persons arrested) by 3% in 2001 and 2002.

Units of Measure	2001 Target	2002 Target
Number of persons arrested	3% increase over 2000	3% increase over 2001

Objective: Increase the number of Part I offenses closed by arrest or closed otherwise.

Units of Measure	2001 Target	2002 Target
Number of Part I offenses closed	26%	28%

Objective: Reduce the number of injury producing auto accidents by 2% for 2001 and 2002.

Units of Measure	2001 Target	2002 Target
Number of injury producing auto accidents	2% decrease over 2000	2% decrease over 2001

Objective: Improve response time for emergency calls for service.

Units of Measure	2001 Target	2002 Target
Response time in minutes	3.3	3.2

Objective: Increase the number of arrests involving juveniles and guns by 3% for 2001 and 2002.

Units of Measure	2001 Target	2002 Target
Number of arrests involving juveniles and guns	3% increase over 2000	3% increase over 2001

Objective: Increase number of arrests for Part I Violent Crimes by 3% for 2001 and 2002. Part I Violent Crimes include criminal homicides, forcible rapes, robberies, and aggravated assaults. All violent crimes involve force or the threat of force.

Units of Measure	2001 Target	2002 Target
Number of Arrests for Part I Violent Crimes	3% increase over 2000	3% increase over 2001

Objective: Increase number of arrests for Part I Property Crimes by 3% for 2001 and 2002. Part I Property Crimes include burglary, larceny-theft, motor vehicle theft, and arson.

Units of Measure	2001 Target	2002 Target
Number of Arrests for Part I Property Crimes	3% increase over 2000	3% increase over 2001

DEPARTMENT OF SEWERS

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund					
Restricted Funds	\$72,548,840	\$77,795,080	7.2%	\$77,571,450	-0.3%
Department Total	\$72,548,840	\$77,795,080	7.2%	\$77,571,450	-0.3%
Debt Service	\$39,316,200	\$41,908,900	6.6%	\$45,002,400	7.4%
Total With Employee Benefits	\$121,218,220	\$129,339,160	6.7%	\$132,402,660	2.4%
All Funds Staffing	769.0	753.0	-16.0	752.0	-1.0

Explanation of Budget Changes

The Department of Sewers all funds 2001 departmental budget of \$77,795,080, not including employee benefits, debt service, and overhead, is a 7.2% increase over the 2000 budget. The increase is due to the increase in the Metropolitan Sewer District (MSD) budget which is partially offset by a decrease in the Stormwater Management Utility (SMU) budget.

Explanation of Staffing Changes

General Fund	0.0	Restricted Funds	(16.0)	All Funds	(16.0)
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The total recommended FTE is 753.0 for 2001 which is a reduction of 16.0 FTE from the 2000 budget. The MSD FTE count of 731.0 is a reduction of 10.0 FTE. This is a decrease of 13.0 FTE due to operating efficiencies, which is offset by an increase of 2.0 FTE to implement the 2001 phase of the Flow Monitoring/Modeling Program and 1.0 FTE which is a transfer from the Stormwater Management Utility. The SMU FTE count of 22.0 FTE is a reduction of 6.0 FTE due to operating efficiencies. The total recommended FTE is 752.0 for 2002 which is a decrease of 1.0 FTE in MSD due to operating efficiencies.

Metropolitan Sewer District (MSD) Fund 701

The MSD departmental budget of \$73,227,910, excluding employee benefits, debt service, and overhead, is an increase of 8.1% from the 2000 budget. After considering the budgeted wage and inflation increases, the MSD Fund budget change is due to an increase of \$500,000 for the expanded manhole rehabilitation and repair/replacement programs related to EPA compliance; an increase of \$1,850,000 for compliance with the EPA mandated data collection and monitoring program; an increase of \$400,000 to introduce an environmentally sound chemical treatment initiative into the Root Intrusion elimination program in order to keep sewer lines open and functional; an increase of \$300,000 to implement a small non-emergency sewer repair program; an increase of \$600,000 in legal services related to EPA issues in order to effectively represent MSD and reduce potential costs related to EPA compliance; and an increase of \$500,000 for the full-year funding of the 19 positions added in 2000 to implement the new and expanded Sewer Cleaning and Inspection program, Internal Lining Rehabilitation program, Manhole

Rehabilitation program, and Flow Monitoring/Modeling Program. After considering the budgeted wage and inflation increases, the 2002 budget change is primarily due to the reduction \$1,850,000 for the 2001 EPA mandated data collection and monitoring program and \$80,000 for the reduction of 1.0 FTE due to operating efficiencies.

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund					
Restricted Funds	\$67,727,080	\$73,227,910	8.1%	\$72,993,060	-0.3%
Department Total	\$67,727,080	\$73,227,910	8.1%	\$72,993,060	-0.3%
Debt Service	\$38,000,000	\$40,700,000	7.1%	\$43,837,000	7.7%
Total With Employee Benefits	\$114,738,680	\$123,305,970	7.5%	\$126,395,940	2.5%
All Funds Staffing	741.0	731.0	-10.0	730.0	-1.0

Stormwater Management Utility (SMU) Fund 107

The 2001 SMU budget of \$4,567,170, excluding employee benefits, debt service, and overhead, is a decrease of 5.3% from the 2000 budget. After considering the budgeted wage and inflation increases, the SMU Fund budget change is primarily due to a decrease of \$315,000 in salary costs due to ongoing staff reductions, a decrease of \$111,000 for the City's 2001 contribution to the Mill Creek Conservancy District, and to \$75,000 of various other non-personnel decreases in the departmental budget reflecting a more efficient operation. These decreases are offset by an increase of \$200,000 due to the City's expanded street rehabilitation program which increases SMU's costs related to replacing inlets and catch basins. The 2002 budget changes primarily by the budgeted wage and inflation increases and a decrease of \$100,000 for the City's 2002 contribution to the Mill Creek Conservancy District.

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund					
Restricted Funds	\$4,821,760	\$4,567,170	-5.3%	\$4,578,390	0.2%
Department Total	\$4,821,760	\$4,567,170	-5.3%	\$4,578,390	0.2%
Debt Service	\$1,316,200	\$1,208,900	-8.2%	\$1,165,400	-3.6%
Total With Employee Benefits	\$6,479,540	\$6,033,190	-6.9%	\$6,006,720	-0.4%
All Funds Staffing	28.0	22.0	-6.0	22.0	0.0

SEWERS DEPARTMENT
2001-2002 Performance Measures

Metropolitan Sewer District

Objective: To reduce service interruptions to residents and increase the reliability of the Wastewater Collection System by rehabilitating existing collection pipe.

Units of Measure	2001 Target	2002 Target
Miles of Sewer Rehabilitated	12.0 Miles	12.0 Miles

Objective: To reduce wastewater back-ups and increase the reliability of the Wastewater Collection System by cleaning main lines to remove debris and improve flow transmission capability.

Units of Measure	2001 Target	2002 Target
Miles of Sewer Cleaned on-road	180.0 miles	229.0 miles
Miles of Sewer Cleaned off-road	32.0 miles	52.0 miles

Objective: To improve the efficiency of the preventive maintenance efforts and better target rehabilitation/replacement efforts by viewing the interior condition of wastewater collection pipes.

Units of Measure	2001 Target	2002 Target
Miles of Sewer CCTV or sonar sewer inspection on-road	175.0 miles	229.0 miles
Miles of Sewer CCTV or sonar sewer inspection off-road	35.0 miles	61.0 miles

Objective: To remove pollutants from the wastewater prior to discharge of the treated effluent to the waterways.

Units of Measure	2001 Target	2002 Target
Tons of Pollutants Removed	89,000	89,000

Stormwater Management Utility

Objective: To respond to 90% of SMU service requests within 48 hours.

Units of Measure	2001 Target	2002 Target
Number of SMU service requests responded to within 48 hours	90%	90%

Objective: To clean 9,000 Stormwater inlets per year. To reduce traffic and service interruptions to homeowners/commuters and increase the reliability of the Stormwater Collection System by cleaning existing inlets.

Units of Measure	2001 Target	2002 Target
Number of Stormwater inlets cleaned per year	9,000 inlets	9,000 inlets

SOUTHWEST OHIO REGIONAL TRANSIT AUTHORITY (SORTA)

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund					
Restricted Funds	\$37,399,690	\$37,694,920	0.8%	\$39,324,400	4.3%
Total	\$37,399,690	\$37,694,920	0.8%	\$39,324,400	4.3%
Total With Employee Benefits	\$37,399,690	\$37,694,920	0.8%	\$39,324,400	4.3%
All Funds Staffing	0.0	0.0	0.0	0.0	0.0

Explanation to Budget Changes

The 2001 Transit Fund budget for the City's contract with SORTA is a 0.8% increase from 2000. The 2001 budget amount of \$37,694,920 is comprised of \$28,133,760 for operating and \$9,561,160 for capital local match. The budget change is primarily due to an increase in the SORTA operating budget resulting from decreases in other revenue sources: passenger revenue, non-transportation revenue, and advertising revenue. After decreasing the capital budget in 2001, the 2002 capital budget shows a slight increase resulting in a total 2002 budget of \$39,324,400, which includes an operating budget of \$28,403,000 and a capital budget of \$10,921,400.

TRANSPORTATION AND ENGINEERING DEPARTMENT

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund	\$1,869,630	\$1,903,310	1.8%	\$1,933,580	1.6%
Restricted Funds	\$2,831,470	\$3,035,220	7.2%	\$3,064,810	1.0%
Department Total	\$4,701,100	\$4,938,530	5.1%	\$4,998,390	1.2%
Debt Service	\$1,038,130	\$963,750	-7.2%	\$963,750	0.0%
Total With Employee Benefits	\$6,661,320	\$6,869,620	3.1%	\$6,939,230	1.0%
All Funds Staffing	166.0	164.0	-2.0	163.0	-1.0

Explanation of Budget Changes

The Transportation and Engineering Department's all funds 2001 departmental budget of \$4,938,530, not including employee benefits, is a 5.1% increase from the 2000 budget. After considering the budgeted wage and inflation increases, the General Fund change is due to the addition of \$37,340 to allow for a greater percentage of pure planning activities in the Transportation Planning/Urban Design Division offset by a decrease of \$13,040 for the elimination of a vacant Architectural Technician position. The 2001 Restricted Funds budget change is due to the addition of \$70,000 in the Transit Fund transferred from Budget and Evaluation for Transportation and Engineering's assumption of administrative and planning responsibilities associated with the Transit Fund activities, the addition of \$40,000 in the Infrastructure Fund to develop an inventory system for all non-roadway assets, and the addition of \$63,220 in the Infrastructure Fund to allow for a greater percentage of pure planning activities in the Transportation Planning/Urban Design Division. The 2002 budget changes primarily by the budgeted wage and inflation increases offset by a decrease of \$13,710 for the elimination of a Supervising Engineer position in the General Fund.

Explanation of Staffing Changes

General Fund **(3.0)** **Restricted Funds** **1.0** **All Funds** **(2.0)**

The total recommended FTE is 164.0 for 2001 which is a decrease of 2.0 FTE from the 2000 budget. This change is due to the elimination of a vacant Architectural Technician 1 position and a vacant Supervising Clerk position in the General Fund due to operating efficiencies and the transfer of funding for a Principal Engineer position from the General Fund to the Infrastructure Fund.

The total recommended FTE is 163.0 for 2002 which is a decrease of 1.0 FTE from the 2001 budget. This change is due to the elimination of a Supervising Engineer position in the General Fund when this position becomes vacant in 2002.

TRANSPORTATION AND ENGINEERING DEPARTMENT
2001-2002 Performance Measures

Objective: To maintain a “Weighted Average Bridge Rating” of “6” or better for bridges maintained by the Department of Transportation and Engineering. A rating of “6” represents a satisfactory condition on a scale of 0 to 9 with “0” representing the worst condition and “9” representing the best condition.

Units of Measure	2001 Target	2002 Target
Overage bridge rating	6 or better	6 or better

Objective: To maintain 90% of the retaining walls, maintained by the Department of Transportation and Engineering in Good or Better condition. The department maintains approximately 50 miles of retaining walls.

Units of Measure	2001 Target	2002 Target
Percent of walls in good or better condition	At least 90%	At least 90%

Objective: To improve/maintain the overall condition of City streets based on allocated resources.

Unit of Measurement	2001 Target	2002 Target
Rehabilitate City streets annually	115 lane miles	115 lane miles
Overall percentage of linear miles of streets in good or better condition.	53%	53%

DEPARTMENT OF WATER WORKS

Expenditure (in \$) and Staffing (in FTE) Summary					
	2000	2001	Change	2002	Change
General Fund					
Restricted Funds	\$47,562,600	\$49,289,480	3.6%	\$49,913,670	1.3%
Total	\$47,562,600	\$49,289,480	3.6%	\$49,913,670	1.3%
Debt Service	\$21,040,000	\$25,825,420	22.7%	\$28,947,420	12.1%
Total With Employee Benefits	\$76,346,240	\$83,072,500	8.8%	\$86,086,350	3.6%
All Funds Staffing	641.6	634.8	-6.8	634.8	0.0

Explanation of Budget Changes

The Cincinnati Water Works all funds 2001 departmental budget of \$49,289,480, not including employee benefits, debt service, and overhead, is a 3.6% increase from the 2000 budget. After considering the budgeted wage and inflation increases, the budget change is primarily due to a one-time increase of \$325,000 to conduct two regulatory requirement studies, an increase of \$156,500 to fund the acceptance of credit/debit cards payment of water bills and sundry items over the telephone and through the Web, a one-time increase of \$150,000 to develop and implement a significantly enhanced Internet Web page, an increase of \$67,630 for technical services to develop system interfaces and functionality improvements which will provide for more efficient and effective communication with CWW customers, and a one-time increase of \$52,000 for CWW's share of a Digital Ortho Photograph of the City. The 22.7% increase in the 2001 debt service budget is due to an increase in planned capital investment. The 2002 budget changes primarily by the budgeted wage and inflation increases and a decrease of \$527,000 in 2001 one-time costs mentioned above.

Explanation of Staffing Changes

General Fund	0.0	Restricted Funds	(6.8)	All Funds	(6.8)
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The total recommended FTE is 634.8 for 2001 and 2002 which is decrease of 6.8 FTE from the 2000 budget. This decrease is due to operating efficiencies.

WATER WORKS DEPARTMENT 2001-2002 Performance Measures

Objective: To comply with all Federal and State mandated regulations.

Units of Measure	2001 Target	2002 Target
Number of compliance violations issued by the Ohio EPA or the US EPA	No Compliance Violations	No Compliance Violations

Objective: To answer 90% of calls received at customer assistance center within 35 seconds.

Units of Measure	2001 Target	2002 Target
Number of calls answered within 35 seconds divided by the total number of calls	70% of all calls	80% of all calls

Objective: To annually replace 1% (28 miles) of existing water mains so that generally all water mains are replaced within their 100-year useful life.

Units of Measure	2001 Target	2002 Target
Ratio miles of main replaced to number of miles of main in the system	1% of Water Main System (28 miles)	1% of Water Main System (28 miles)

Objective: To satisfy 80% of the customers who contact CWW to handle a problem or question.

Units of Measure	2001 Target	2002 Target
Percentage of customers satisfied with the way CWW handled a problem or question as measured biennially in the Greater Cincinnati Survey. Only 24% of our customers contact CWW with problems or concerns	80%	80%

Glossary of Terms

APPROPRIATION: Legislation by the City Council approving the budgets for individual funds. Appropriation ordinances authorize spending in the personnel services, non-personnel services, employee benefits, equipment accounts, debt service, and capital categories. Departments cannot spend more money than is approved in these categories. Appropriations can only be adjusted by passage of a subsequent ordinance by the City Council upon recommendation by the City Manager.

BIENNIAL BUDGET: A budget for a two-year period. The biennial budget cycle is 1999/2000, 2001/2002, and so on.

BOND: A long-term promissory note issued in order to generate financing for the construction, rehabilitation, or upgrade of City assets. The sale of bonds is the primary method of financing a capital program.

BUDGET DEVELOPMENT SYSTEM (BDS): An automated system used to prepare the biennial operating budget and related reports. This system is similar to the Capital Budget System (CBS) used to prepare the City's capital budget. It is supported by the Cincinnati Financial System (CFS).

CAPITAL BUDGET COMMITTEE: A committee comprised of the Deputy City Manager and the department heads of Transportation & Engineering, Neighborhood Services, Economic Development, Water Works, and Sewers. This committee meets with representatives from all City agencies, reviews analyses of Capital requests, and recommends a balanced Capital Budget to the City Manager for presentation to the City Council.

CAPITAL INVESTMENT PROGRAM (CIP): The six-year plan for capital investment in Cincinnati's future through improving City streets, bridges, recreation facilities, parks, health facilities and buildings, and other capital assets, all of which enhance the delivery of services. It coordinates the financing and timing of improvements to maximize their value to the public.

CARRYOVER BALANCE: The net balance in a fund at the end of the fiscal year due to savings (when total expenditures and encumbrances are less than the appropriations), canceled encumbrances (when a contract is completed for less cost than the encumbered amount or not needed at all), or revenues in excess of estimates for that year.

CINCINNATI FINANCIAL SYSTEM (CFS): An automated system to process financial transactions and prepare related reports. This system supports the Budget Development System (BDS).

CINCINNATI NEIGHBORHOOD ACTION STRATEGY (CNAS): City staff serve on interdepartmental teams to work with neighborhoods to identify their assets and address concerns. CNAS is a partnership with neighborhood residents, and represents a new way of doing business for the City. CNAS teams began in five pilot neighborhoods in 1995. CNAS was expanded to all of the City's neighborhoods in 1997.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG): The federal grant which supports housing, economic development, health and human services, and planning and administration.

CONSOLIDATED PLAN: The U.S. Department of Housing and Urban Development requires a single or consolidated plan and submission for the following federal grant programs: Community Development Block Grant, HOME Investment Partnerships Program, Emergency Shelter Grants, and the Housing Opportunities for Persons with AIDS (HOPWA) grant.

CONTRACT AGENCIES: The City contracts with some agencies to provide services, such as the Citizen's Committee on Youth (CCY), the Cincinnati Human Relations Commission (CHRC), and Southwest Ohio Regional Transit Authority (SORTA). These are not City departments, nor are they operated by City employees, but the services are paid for by City funds and grants received from the City.

DEBT SERVICE: Scheduled payment of the interest and principal to bond holders which is necessary to retire bond indebtedness.

EAR-MARKED: Funds have been set aside in advance in anticipation of a need which may or may not materialize. Such funds are usually found in the Reserve for Contingencies account.

EMERGENCY SHELTER GRANT: Federal funds to provide capital and operating support for emergency shelters and transitional housing for the homeless.

EMPLOYEE BENEFITS: City-contributed costs for pension and other benefits for City employees. Other benefits include health care, unemployment compensation, vision and dental care, and the Public Employees Assistance Program (PEAP).

ENCUMBRANCE: An amount of money committed for the payment of goods or services ordered but not yet received.

ENTERPRISE FUNDS: A type of restricted fund which is used to account for the expenditures and revenues of enterprise operations such as the City's Water Works Department and Parking Facilities Division. Enterprise funds are self-supporting from the sale of goods and services.

EQUIPMENT ACCOUNTS: The expenditure category of "Office and Technical Equipment" accounts (OTEA). OTEA is for desks, office partitions, calculators, etc.

EXCEPTION REQUEST: Programs and/or items which are not included in the base requested or recommended budget. These include new program proposals or extraordinary increases which could not be included in the budget target.

EXECUTIVE BUDGET COMMITTEE (EBC): The members of this committee are the City Manager, Deputy City Manager, Assistant City Manager, Director of Finance, and the Assistant Finance Director. The EBC is the City Manager's administration team to develop budget and policy recommendations to the City Council.

EXPENDITURE: The cost for the personnel, materials, and equipment required for a department to function.

FISCAL YEAR (FY): Cincinnati's fiscal year runs from January 1 through December 31.

FULL-TIME EQUIVALENT (FTE): FTE is a measure of a position by its budgeted hours. For example, 1 FTE equals 2080 hours and .75 FTE equals 1566 hours.

FUND ACCOUNTING: Accounting method of providing information on City receipts and disbursements in separate categories or "funds". Governments use fund accounting to segregate sources of revenue and the purposes for which they are to be used. For instance, Water Works Fund 101 receives funds generated only from water charges and only expends funds related to water system activities.

GENERAL FUND: This fund accounts for the current assets, current liabilities, revenues, and expenditures that arise from general government operations. The main revenue sources of this fund are income and property taxes.

HOME: HOME Investment Partnerships Program. A federal grant program to provide housing for low income persons.

INFRASTRUCTURE: Long-lived assets such as highways, bridges, buildings, and public utilities. A primary funding source for infrastructure maintenance is provided by a tax of one tenth of one percent on earned income, which was approved by voters in 1988. It is legally mandated that collection of this additional tax is subject to the City spending 90% of a base amount within three years. The base amount is calculated by an established formula. This budget and expenditures requirement to continue the 0.1% income tax is referred to as the "infrastructure mandate."

INTERDEPARTMENTAL CHARGES: Accounts for the reimbursement of the cost of services provided to departments by other departments. For example, the Reproduction Services program might process an interdepartmental bill (I.D. bill) to charge the Recreation Department for printing a brochure.

INTERNAL SERVICE FUNDS: A type of restricted fund used to finance and account for goods and services provided in-house by a City department, such as the Municipal Garage Fund.

NON-PERSONNEL SERVICES: Operating expenditure category for non-salary related items, such as office supplies, office space rental, contracts, computer costs, gasoline, etc. (major object code series 7200-7300-7400 in the Cincinnati Financial System).

OBJECTIVES: Measurable activities of a program. The activities are intended to be accomplished in order to achieve the overall mission.

OPERATING BUDGET: The budget which encompasses day-to-day municipal activities. The operating budget includes employee salaries, supplies, and other non-personnel items related to current activities. The operating budget also includes debt service and overhead costs for these operations.

OTHER FUNDS: Funds other than the General Fund which is normally the focus of general interest in governmental finance.

PERSONNEL SERVICES: Expenditure category for the cost of employee salaries and compensated absences such as vacations and sick leave (major object code 7100 in the Cincinnati Financial System).

PERFORMANCE MEASURE: A tool used in the process of regular and continuous data collection on important aspects of an organization's services, programs or processes. The use of performance measures enables an organization to evaluate the effectiveness and efficiency of its services and programs by documenting how well they are accomplishing their objectives.

PRIOR YEAR ENCUMBRANCES: Obligations from previous fiscal years in the form of purchase orders, contracts, or salary commitments which are chargeable to an appropriation and for which a part of that annual appropriation has been reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

PROGRAM: A group of similar activities, or a type of service, which is organized as a sub-unit of a department for planning and performance measurement purposes.

RESERVE FOR CONTINGENCIES: An appropriation which is set aside for unanticipated or potential expense items that cannot be deferred until the next budget cycle. This is an account routinely appropriated in the General Fund to enable the City Council to adjust the budget during the year without affecting other budgeted services.

RESOURCES: Total dollars available for budget purposes including revenues, fund transfers, and beginning fund balances.

RESTRICTED FUND: A Fund restricted to a specific purpose, for example, the Parking, Convention Center, or Municipal Golf Fund.

REVENUES: The annual income or receipts of the City from taxes, charges, and investments.

SERVICE AREAS: The ten broad areas in which the City categorizes services provided to the citizens of Cincinnati. They include safety, infrastructure, housing, economic development/employment, transportation, community relations, administration and legislative, parks/recreation/arts, environmental resources, and health and human services.

STAFFING LEVELS: Estimated number of FTE needed to perform the work at a stated level of service.

TARGET: A quantitative estimate of the results expected to be achieved by an organization. Targets are generally categorized and measured by inputs, outputs, efficiency ratios or outcomes.

TRUST FUND: A fund to account for assets in which the City acts in a trustee capacity or as an agent for other governmental units. The Metropolitan Sewer District (owned by the County but operated by the City) and Pension Trust are examples of trust funds.

UNAPPROPRIATED SURPLUS: The amount of money in a fund not appropriated by the City Council. The balance remains in the fund until the City Council approves spending by passing an appropriation ordinance.

USER CHARGES/FEES: The payment of a fee for direct receipt of a public service by the party benefiting from the service.

WORKING CAPITAL RESERVE: Monies which are set aside to provide a reserve in case of a disaster or fiscal emergency. The policy of the City Council is to maintain a balance in the Working Capital Reserve Fund between 5 and 8 percent of General Fund revenues in each year.

Appendix: FTE Changes in 2001

General Fund FTE Reductions

Department	FTE	Reduction or Fund Transfer	Explanation
Buildings & Inspections	-4.0	Reduction	Productivity Improvement
City Manager	-1.0	Reduction	Productivity Improvement
City Planning	-0.5	Reduction	Productivity Improvement
Economic Development	-2.0	Reduction	Productivity Improvement
Finance	-5.0	2.0 Reduction, 3.0 to Restricted Fund	Productivity Improvement
Health	-10.6	Reduction	Productivity Improvement
Neighborhood Services	-1.1	Reduction	Productivity Improvement
Parks	-4.0	Reduction	Productivity Improvement
* Recreation	-114.7	52.3 Reduction, 62.4 to Restricted Fund	Productivity Improvement and Fund Realignment
Safety - Director's Office	-1.0	Reduction	Productivity Improvement
- Police Division	-6.0	Reduction	Productivity Improvement - Non-sworn Positions
Transportation & Engineering	-3.0	Reduction, 1.0 to Restricted Fund	Productivity Improvement and Fund Realignment
Sub Total	-152.9		

General Fund FTE Increases

Department	FTE	Increase or Fund Transfer	Explanation
City Council	3.0	General Fund	Additional Councilmember and Staff
City Manager	3.9	General Fund	Additional Internal Audit Staff and Fund Realignment
General Services	10.0	General Fund	Transfer from Parking Fund to Implement New Program
Personnel	3.0	General Fund	Staff Office of Employee Relations
Public Services	9.0	General Fund	Reorganization
Sub Total	28.9		

Net General Fund Change -124.0

Restricted Fund FTE Reductions

Department	FTE	Reduction or Fund Transfer	Explanation
City Manager	-1.9	Transfer to General Fund	Fund Realignment
City Planning	-0.5	Reduction	Productivity Improvement
General Services	-14.4	Reduction	Productivity Improvement
Neighborhood Services	-0.9	Reduction	Productivity Improvement
Public Services	-22.0	6.0 Reduction, 16.0 to General Fund	Productivity Improvement and Fund Realignment
Sewers	-16.0	Reduction	Productivity Improvement
Water Works	-6.8	Reduction	Productivity Improvement
Sub Total	-62.5		

Restricted Fund FTE Increases

Department	FTE	Reduction or Fund Transfer	Explanation
Finance	3.0	Restricted Fund	Fund Realignment
General Services	0.75	Restricted Fund	Reorganization and an FTE Added in the HAMCO Section
Health	0.6	Restricted Fund	Net Result from Empowerment Zone Increase
Recreation	60.4	Restricted Fund	Fund Realignment
Safety - Police Division	2.0	Restricted Fund	Cable Communications Service Increase
Transportation & Engineering	1.0	Restricted Fund	Fund Realignment
Sub Total	67.8		

Net Restricted Fund Change 5.25

*Of the 52.3 FTE reductions in Recreation's General Fund, 51.3 are part-time FTEs reduced to reflect funding reductions and reallocation of available funding for part-time positions.

Overall, full-time employees (FTE) have decreased from 6,780 in 1995 to 6,606 in 2002.

Appendix: FTE Changes in 2002

General Fund FTE Reductions

Department	FTE	Reduction or Fund Transfer	Explanation
Buildings & Inspections	-1.0	Reduction	Productivity Improvement
Recreation	-2.0	Reduction	Productivity Improvement
Transportation & Engineering	<u>-1.0</u>	Reduction	Productivity Improvement
Net General Fund Change	-4.0		

Restricted Fund FTE Reductions

Department	FTE	Reduction or Fund Transfer	Explanation
Neighborhood Services	-1.0	Reduction	Productivity Improvement
Sewers	<u>-1.0</u>	Reduction	Productivity Improvement
Net Restricted Fund Change	-2.0		

COVER DESIGN

Office of Architecture & Urban Design

The Tyler-Davidson Fountain

Affectionately known as “the People’s Fountain,” the Tyler-Davidson Fountain was rededicated, after being restored, “TO THE PEOPLE OF CINCINNATI” in May 2000.

Cincinnati philanthropist Henry Probasco commissioned the fountain based on the design of a young German sculptor named August von Kielsing. The design depicted people in everyday pursuits enjoying the many uses and benefits of water. The fountain, crafted of bronze and porphyry stone, was first dedicated on October 6, 1871 on Probasco Place – later renamed Fountain Square.

[Photography contributed by the City Manager’s Office.]